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CUPA

WOMEN AND MINORITIES IN ADMINISTRATION OF HIGHER EDUCATION INSTITUTIONS

Employment Patterns and Salary Comparisons

A SPECIAL REPORT
FUNDED BY THE
FORD FOUNDATON

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The College and University Personnel Association is an international network of some 3,500 personnel administrators representing about 1,100 colleges and universities. Through regular and special publications and studies, CUPA aims to keep its members informed of the latest legal, legislative, and regulatory developments affecting personnel administration, as well as trends and innovative policies and practices in the field. Services include a weekly newsletter, quarterly journal, an annual conference, regional meetings, and seminars on timely topics of special interest to the personnel profession. For membership information, contact Josie Grinner, CUPA, 11 Dupont Circle, Suite 120, Washington, D.C. 20036, (202) 462-1038.

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WOMEN AND MINORITIES IN ADMINISTRATION OF HIGHER EDUCATION INSTITUTIONS

Employment Patterns and Salary Comparisons 1978-79

and

An Analysis of Progress Toward Affirmative Action Goals 1975-76 to 1978-79

A Special Report Funded by the Ford Foundation
and Prepared for the College and University Personnel Association
by the American Council on Education
Division of Policy Analysis and Research

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DEDICATION

This work is dedicated to Mariam Chamberlain, whose wise counsel and commitment to equal opportunity have encouraged many in this country and throughout the world who are striving toward this goal.

PREFACE

Many people have been waiting for this report with ardent interest. In 1975-76 the American Council on Education (ACE) and the College and University Personnel Association (CUPA) cooperated in a baseline study of employment patterns and salary levels for women and minorities in higher education administration. At that time, little progress was found. The findings raised questions as to why progress had been slow.

This study measures progress over the succeeding three years and attempts to answer at least some of those challenging questions.

The small share of women and minorities in top administrative positions was documented in the study, *Women and Minorities in Higher Education Administration: Employment Patterns and Salary Comparisons,* published in 1977 by CUPA. That study was based on data that CUPA had gathered in its 1975-76 *Administrative Compensation Survey,* an annual salary survey. The original study marked the first time that both race and sex data had been collected from higher education institutions.

CUPA was eager to collect data to assess what progress was being made since the original study and to generate more complete explanations for the raw findings. With the help of a grant from the Carnegie Corporation of New York, important additions were made to the Administrative Compensation Survey instrument. The 1977-78 Ad Comp questionnaire added 25 positions to the 52 that traditionally comprised the survey and covered many of the dual functions common to campus management. Respondents were asked to indicate the length of time each individual had served in his or her present capacity and whether he or she had been hired from outside the institution or promoted from within the organization. Respondents were also asked to supply titles, salaries, and other data on the professionals ranking immediately below the most senior officer in each function. For the first time, an attempt was made to survey the depth of professional backup across the total administrative structure.

The Ford Foundation was approached about funding the analysis of this new harvest of data and responded positively. With the new Ad Comp Survey instrument and data collection effort, management employment data were greatly expanded and were made available to the new Ford-funded study of women and minorities in administration. Thus, the follow-up study includes three separate analyses.

The first section is a presentation of employment patterns and salary compensation findings for the 1978-79 academic year. Because different institutions respond to the survey each year, more recent data are not directly comparable to the 1975-76 information and should be regarded as simply a picture of the state of affairs at the 1,236 colleges and universities that answered the 1978-79 questionnaire.

The second section of the study is a longitudinal analysis of the changes experienced by women and minorities between 1975 and 1978. In order to compare data for the two years, the full samples from both surveys were matched. This yielded a total of 514 institutions that responded both in 1975 and 1978. An analysis of this subsample revealed that, although some change had taken place, the change was minimal and slow in coming.

The third section of this report is especially interesting. It casts into five testable hypotheses those responses to the original baseline study that attempted to explain – in other terms than those of discrimination – the low percentages of women and minorities employed as administrators. CUPA expanded its Ad Comp questionnaire specifically to collect data needed for the first two tests in relation to time on the job and inside hiring. Data for the remaining three tests, regarding financial conditions, enrollment trends, and turnover, were derived from information obtained from the National Center for Education Statistics.

Not one of these explanations stands up under statistical scrutiny. Thus, those who say that the differential patterns of employment are not the results of discrimination have less and less of a foundation on which to base that claim.

Four appendices – the 1978-79 *Administrative Compensation Survey* questionnaire, instructions, position descriptions, and response rate – appear at the end of this report. An additional 18 appendices, including tables of the data on which this report was based, are available from CUPA Headquarters. All of the appendices are listed on page 57 of this report.

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ACKNOWLEDGEMENTS

This study embodies the cooperative efforts of many people. Financial support was provided by the Ford Foundation. We are especially indebted to Mariam Chamberlain, Program Officer in charge of the Ford grant, for her insights and questions as she followed the progress of the research.

In addition, funds provided by the Sloan Foundation to ACE for general support of the work of the Economics and Finance Unit were invested in this special project to cover the portion of the costs shared by ACE. We greatly appreciate this support.

As in the original baseline study, we are particularly indebted for their generous help to the participating institutions' Directors of Personnel, Directors of Institutional Research, and others who completed the extensive questionnaire to generate the survey data on which this study is based.

The statistical analyses and computer programming were carried out under the guidance of Paula Knepper, Director of ACE's Statistical and Computer Services. Initial data were processed by Jan Miller, General Manager, Social Sciences Information Utilization Laboratory at the University of Pittsburgh. Programming for the set of summary tables for 1978-79 was done by Paul Peters, Senior Research Associate, then also working at the University of Pittsburgh.

Separate statistical analysis of the trend data for a matched set of institutions was done by Victoria Albright. Paula Knepper and Sharon Elliott synthesized the findings and prepared the text of the report. Judith Stich, then Research Economist, and Alice Hertz, Research Assistant/Programmer at ACE, also contributed significantly to the analyses.

The study benefited greatly from the helpful advice and close cooperation of Emily Taylor, Director, Donna Shavlik, Associate Director, and Judy Touchton, Assistant Director, of ACE's Office of Women in Higher Education.

CUPA, under the leadership of Stephen Miller, assumed responsibility for the production and distribution of the report. Patricia Alberger and Carin Luke of the CUPA staff made editorial improvements in the report. Deborah Reese, also of the CUPA staff, was in charge of the typesetting and layout.

Gwendolyn Edwards and Richard Michaud of ACE provided staff support throughout the project.

We acknowledge with gratitude the contribution of each participant in the project.

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HIGHLIGHTS

Here are the overall findings of a new study of employment of women and minorities in top-level administrative positions at U.S. colleges and universities. The data were obtained from a 1978-79 follow-up of a baseline study completed three years earlier. The 1978-79 data were generated from survey responses by 1,222 institutions covering 26,104 administrators. Data from a matched set of institutions that responded in both years were used for a special trend analysis.

EMPLOYMENT PATTERNS

- Employment patterns differed substantially by sex and race. White men held 74.5 percent of the top-level positions in the 1978-79 survey, and women and minorities held 25.5 percent (Table 1).

- White men dominated the top positions in all five administrative job categories at the white coeducational institutions, with similar shares in the public and private sectors. They held at least 94 percent of the chief executive positions, approximately 80 percent of the administrative affairs and academic affairs positions, and 74 percent of the external affairs positions. The only job category in which the sectors differed much was student affairs, where white men held 75 percent of the administrative positions in the public institutions and 66 percent in the private institutions (Table 7).

- One-quarter of the white women employed as top-level administrators at public white coeducational institutions held one of four positions: Dean of Nursing, Director of Library Services, Bookstore Manager, or Registrar (Table 11).

- The broad categories in which white women held the largest proportion of jobs were student affairs and external affairs. White women were least represented among the chief executive positions (Table 7).

- More than one-sixth of all minorities employed as top-level administrators at white coeducational institutions held one of two positions – Affirmative Action Officer and Student Financial Aid Officer (Table 13).

- Of the 81 positions covered by the study, the only administrative job that had a sizeable representation of all four race and sex groups was Director of Affirmative Action and Equal Employment (Table 12).

SALARY LEVELS

- On the average, white women and minority men and women earned less than white men did in virtually all administrative positions and at every type of institution.

- The exceptions were minority men in chief executive positions at public minority institutions and minority women in these positions at private institutions (Table 14 and Table 20).

- Salary differentials were more consistently related to sex than to race (Table 14).

- At white coeducational institutions, both white women and minority women were paid from 68 to 80 percent of the amount that white men holding the same positions were paid. Minority men were paid approximately 90 percent of the average salary paid to white men (Table 14).

- At the institutions surveyed, women employed as chief executive officers received 84 percent of the average salaries paid to their male counterparts. Those women employed as administrative affairs and student affairs officers received approximately 74 percent (Table 19).

- Women were paid slightly higher salaries at institutions where they were in the racial minority, whether they were nonwhite women at white institutions or white women at minority institutions (Table 14).

TRENDS

- At the 508 institution institutions responding to both surveys, women and minorities gained only 3.5 percent between 1975-76 and 1978-79 in their share of top-level administrative jobs, increasing their share from 19.4 percent to 22.9 percent (Table 22 and Table 23).

- Private institutions had a slightly better record of employing women and minorities in the base year and made somewhat more progress over the three-year period than did the public institutions. At private institutions, women and minorities held a 23.7 percent share of the top-level administrative jobs in 1975-76, and that share increased by 4.2 percent to a 27.9 percent share in 1978-79. In the public sector, they held a 16.9 percent share in 1975-76, which increased by 3.0 percent to a 19.9 percent share in 1978-79 (Table 22 and Table 23).

- The biggest share of administrative jobs not held by white men was held by white women at private institutions (Table 22 and Table 23).

EXPLANATIONS FOR THE SLOW PROGRESS

Possible explanations for the slow progress toward affirmative action goals were translated into five hypotheses:

H1: Less time in the position

H2: Inside hiring

H3: Financial exigency

H4: Retrenchment, and

H5: Low turnover.

Additional data were collected, and each explanation was tested statistically:

H1. Less time in the position

No relationship could be identified between the comparative length of time men and women had held their jobs and the ratio of women's salaries to white men's salaries for the same job. Indeed, some of the biggest gaps in salary (i.e., the smallest ratios) were for positions in which women had held their jobs longer than men (Table 35 and Graph 6).

H2: Inside hiring

Women are hired more frequently from inside the institution than are men. For administrators generally, however, there is no consistent pattern that people hired from inside are paid less than people hired from outside. Consequently, these differences in hiring patterns do not themselves explain the differences in salaries paid to women (Table 36).

H3: Financial exigency

Differential patterns of employment by race and sex were not related to the relative financial strength or weakness of the institution in the public sector (Table 37). Greater gains were being made by women and minorities at the financially weaker institutions in the private sector (Table 38). In those positions where women's salary gains were greater than men's, the differences between salary gains were larger at financially weaker institutions in both sectors (Table 39 and Table 40).

H4: Retrenchment

There is little or no relationship between enrollment increase or decrease and progress toward affirmative action goals (Tables 43 and 44).

H5: Low Turnover

Turnover in the administrative positions surveyed ranged from about one-quarter to over one-half during the three-year period covered by this study. Turnover was higher than had been anticipated and was not related to the change in the share of employment held by women and minorities (Table 49).

SECTION I: THE 1978-79 PICTURE

METHODOLOGY

The basic data for this study were collected through CUPA's 1978-79 *Administrative Compensation Survey.* Invitations to participate in the survey were extended to 3,073 postsecondary education institutions, of whom 1,340 responded. The sample excludes institutions located outside the continental United States, U.S. military institutions, and other highly specialized schools as classified by the Carnegie Commission on Higher Education.

The *Administrative Compensation Survey* questionnaire has evolved over six biennial surveys and three annual surveys to reflect changes in the organization and management responsibility of institutional administrative personnel, and to address issues related to women and minorities in these positions. The 1978-79 questionnaire dealt with 81 job titles – 73 identified as single administrative positions, the others as special combination functions.

The questionnaire used for the 1978-79 *Administrative Compensation Survey* provided respondents with detailed instructions and with summary descriptions of each position surveyed.* In most cases, the Director of Personnel on each campus completed the questionnaire from institutional records. Therefore, we believe that the input data were relatively accurate and objective.

The 1978-79 *Administrative Compensation Survey* (Farber, Landauer, Mensel, and Sokatch) was based on responses from 1,328 institutions. This *Women and Minorities* study draws on a slightly smaller total because it could examine employment and compensation patterns by race and sex for only 1,222 responding institutions that provided such data.**

The *Women and Minorities* report is based on employment and salary information for 26,104 administrative employees. Data for these persons were included in the study only if both race and sex information were provided along with an annualized salary figure. The salary analyses relate only to cash compensation, and salary comparisons were based on median figures unless otherwise indicated.

Because patterns of employment and compensation are functions of institutional characteristics, the surveyed institutions were divided into homogeneous groups in a three-step classification process according to (1) type of student body, (2) public or private sector, and (3) educational mission.

First, institutions were classified according to the type of student body, as follows:

- White coeducational institutions,
- White women's institutions,
- White men's institutions, and
- Minority institutions (both coed and single-sex).

An institution was assigned to one of these categories on the basis of self-reported enrollment data provided in response to the *Higher Education General Information Survey* (HEGIS) *Opening Fall Enrollment Survey* conducted by the National Center for Education Statistics (NCES) of the U.S. Department of Education. An institution was categorized as a single-sex college if students of one sex accounted for at least 90 percent of the full-time undergraduate enrollment. Similarly, an institution was designated a minority institution if 90 percent of the full-time undergraduates were

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* Appendix A is a copy of the 1978-79 *Administrative Compensation Survey* questionnaire; Appendix B is the instructions and Appendix C is the position descriptions.

** Appendix D is the distribution of the institutions responding to the survey.

Black, American Indian, Asian-American or Spanish-surnamed American. Because the number of single-sex minority institutions was small, coeducational minority and single-sex minority institutions were combined into one category.

Second, the surveyed institutions were grouped according to public or private control. Both the public and private institutions, including sectarian institutions, are subject to the same laws and regulations forbidding discrimination on the basis of race or sex.

Finally, the institutions were grouped by educational mission as classified by the Carnegie Commission on Higher Education in 1970, and updated in 1976, to facilitate institutional research.* The definitions take into account enrollment size, budget, and selectivity. For the purposes of this study, the surveyed institutions were grouped within the following five Carnegie Code classifications:

1.0 - Research and Doctorate-Granting Universities

2.0 - Comprehensive Colleges and Universities

3.0 - Liberal Arts Colleges

4.0 - Two-year Colleges and Institutions

5.0 - Specialized Institutions

For some parts of this analysis, the institutions were grouped in slightly different ways in order to test a number of theories. Such groupings are noted where they occur.

This is not a study of discrimination as such. In determining the most appropriate methodology for this study, the authors made an explicit decision not to use multiple regression analysis to test for discrimination. It is important to stress this point. This decision was made for three reasons.

First, conceptually, regression analysis establishes statistical associations; it cannot be used to establish causal relationships.

Second, the in-depth data on the many characteristics of individuals that might provide reasons other than discrimination for differential employment patterns and salary levels are not part of the regular annual CUPA salary survey, which is the source of the data presented in this report. An effort has been made to collect some background data, but not at the depth and detail necessary to make reliable control variables for a multiple regression model explaining why salary differentials exist. Even with more complete data on the individuals, it is practically impossible to establish discrimination in top-level administrative positions on the part of academic institutions by examining the characteristics of the individuals who might have been the objects of discriminatory practices.

The third reason is that regression analysis focusing on characteristics of individuals who may have been treated unequally is oriented in the wrong direction to find discrimination. Rather, it assesses the results of possible discrimination. A better place to look would be at organizations that may be practicing discrimination; however, organizations are not the subject of this analysis. They should be the focus of separate studies.

CUPA also expanded its questionnaire to request race and sex data for people in as many as five back-up positions reporting to selected top-level administrators. These data were gathered, first, because of their probable usefulness in identifying people who might be available for top-level positions, and, second, for the data's relevance in assessing potential progress toward affirmative action goals. Analysis of these data on back-up positions could be undertaken as a follow-up study.

Describing the employment patterns of women and minorities with reference to availability data (that is, to the numbers of qualified women and minorities "available" for administrative positions in the relevant labor market areas) might be suggested. Identification and analysis of availability pools are appropriate in legal proceedings seeking to prove discrimination and to determine the reasonableness of performance criteria applied to particular institutions. But availability pools may themselves be the products of discrimination in other times and other places. Therefore, reference to availability pools is reasonable in assessing the responsibility of an institution for improved performance in hiring women and minorities in top-level administrative jobs. But availability pools are too narrow a frame of reference for assessing the larger social responsibility to expand the pools and achieve affirmatve results.

Although this is not a study of discrimination, it is a study of explanations other than discrimination that have been used to explain the smaller shares of employment and generally lower salaries of women and minorities. Specifically, the study was designed to obtain precise data to test these explanations.

* This system is outlined in Appendix E.

In this study, these explantions are subjected one by one to statistical analysis, and they do not hold up. Thus, essentially the burden of proof is shifted. As other explanations break down under statistical scrutiny, the claim that differential patterns by race and sex are not due to discrimination loses credibility.

FINDINGS: EMPLOYMENT PATTERNS

Employment patterns differed by both race and sex. Eighty percent of all the administrators in the study were men and 20 percent were women; 92 percent of the total were white, and 8 percent were minorities. Separating the data by both sex and race, about 74 percent of the positions were held by white men, 18 percent by white women, 6 percent by minority men, and 2 percent by minority women (Graph 1, Table 1).

GRAPH 1

ADMINISTRATORS BY RACE AND SEX
1978-79 SURVEY

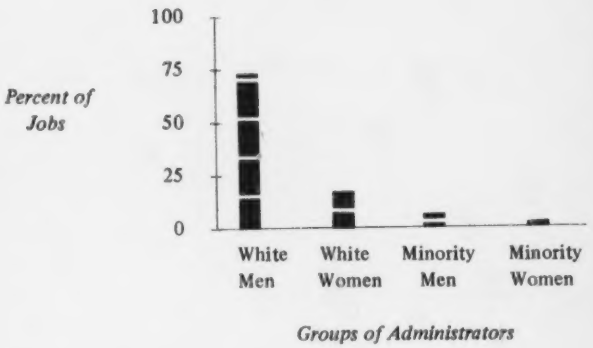


TABLE 1

ADMINISTRATORS: SEX BY RACE

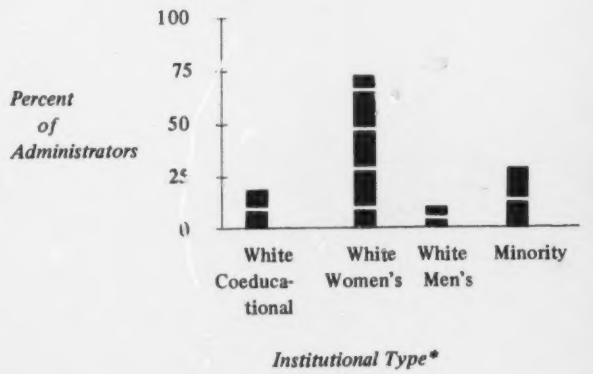
	Men		Women		Total	
	Number	Percent	Number	Percent	Number	Percent
Totals	20,962	80.3	5,142	19.7	26,104	100.00
White	19,453	74.5	4,612	17.7	24,065	92.2
Minority	1,509	5.8	530	2.0	2,039	7.8

*Employment patterns differed by institutional type.** Women and minorities held a large share of the top administrative jobs only at institutions serving women or minority students. Women held 63 percent of the administrative jobs surveyed at white women's colleges, but just under 18 percent at white coeducational institutions (Graph 2, Table 2).

Minority members held about 78 percent of the administrative jobs at minority institutions, a share of employment 15 times as great as their 5 percent share at white coeducational institutions (Graph 3, Table 2).

GRAPH 2

PERCENTAGE OF WOMEN ADMINISTRATORS
BY TYPE OF INSTITUTION



* Institutions are classified according to student body, sector, and educational mission.

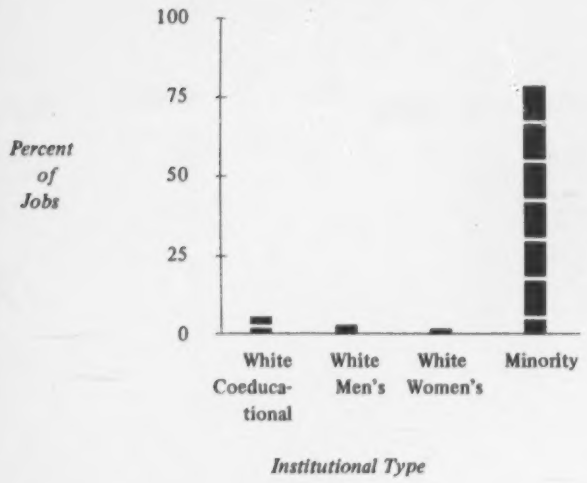
TABLE 2

DISTRIBUTION OF ADMINISTRATORS
By Type of Institution
(Percent)

	White Coeducational Institutions	White Women's Colleges	White Men's Colleges	Minority Institutions	All Institutions
White Men	78.5	36.6	88.3	17.4	74.5
White Women	16.4	62.1	9.7	5.0	17.7
Minority Men	3.9	0.3	2.0	54.8	5.8
Minority Women	1.2	1.0	–	22.8	2.0
Total	100.0	100.0	100.0	100.0	100.0
All Men	82.4	36.9	90.3	72.2	80.3
All Women	17.6	63.1	9.7	27.8	19.7
Total	100.0	100.0	100.0	100.0	100.0
All Whites	94.9	98.6	98.0	22.4	92.2
All Minorities	5.1	1.3	2.0	77.6	7.8
Total	100.0	100.0	100.0	100.0	100.0

GRAPH 3

PERCENTAGE OF MINORITY ADMINISTRATORS BY TYPE OF INSTITUTION



Minority men held about 55 percent of the administrative posts at minority colleges, which was less than white men held at men's colleges, white women held at women's colleges, or white men held at white coeducational institutions.

Minority women held about 23 percent of the surveyed positions at minority colleges, more than white women held at white coeducational institutions, yet less than white women held at women's colleges.

Of all the minority administrators identified in the survey, 40 percent were employed at the 47 minority institutions and 60 percent were dispersed among the 1,175 white institutions (Table 3). The white women administrators in the survey were not nearly as concentrated in women's colleges; only 13 percent of the total were employed at 56 women's colleges, representing only 4.5 percent of the 1,222 institutions in the survey.

Public and private institutions showed differing employment patterns for women and minorities. White women held 24 percent of the positions surveyed in private institutions, a greater proportion than the 13 percent held in the public sector (Table 4). In contrast, minority men consistently held a larger share of the surveyed positions at public institutions than at private ones. Minority men held 7 percent of the jobs at public institutions, but they held less than 4 percent at private institutions.

Minority women held a much larger proportion of the jobs at private minority institutions than they did at public minority institutions. In contrast, the proportion of positions held by minority women was greater in public white institutions than in private white institutions.

Employment patterns also varied based on the mission of the institution and the type of degree offered (Table 5). The largest proportion of white women, 21.5 percent, were working at public two-year colleges, followed by 18.0 percent at private liberal arts colleges.

As mentioned above, minority administrators were employed most frequently at minority institutions. At white coeducational institutions, the largest proportion of minorities, 20.1 percent of the minority men and 17.0 percent of the minority women, was employed at public comprehensive colleges and universities. The public two-year institutions employed the second largest proportion, 17.4 percent of the minority men and 17.0 percent of the minority women.

Among types of institutions, the proportion of women administrators was greatest at private two-year colleges, followed by the proportion at private liberal arts colleges (Table 6). Except for minority institutions, the institutions with the largest proportion of minority administrators were public liberal arts colleges, followed by public specialized institutions.

Employment patterns differed by administrative responsibility. In order to study employment patterns as a function of the type of administrative responsibility, the 81 positions surveyed were grouped into five categories: chief executive officers, administrative affairs officers, academic affairs officers, student affairs officers, and external affairs officers.*

White men dominated all five categories of administrative employment at white coeducational institutions, both public and private. They held at least 94 percent of the chief executive offices, about 80 percent of the administrative affairs and academic affairs positions, over 66 percent of the student affairs jobs, and about 74 percent of the external affairs positions (Graphs 4 and 5, Table 7).

*Appendix F lists the specific positions in each category.

TABLE 3

DISTRIBUTION OF EACH RACE AND SEX GROUP
By Type of Institution

	White Men	White Women	Minority Men	Minority Women	All Women	All Minorities	Total
Total in Sample	19,453	4,612	1,509	530	5,142	2,039	26,104
Percent Employed at:							
White Coeducational Institutions (n=1,107)	96.3	85.0	61.0	52.4	81.7	58.8	91.3
White Women's Colleges (n=56)	1.9	13.4	0.2	1.9	12.2	0.6	3.8
White Men's Colleges (n=12)	0.9	0.4	0.3	–	0.4	0.2	.8
Minority Institutions (n=47)	1.0	1.1	38.5	45.7	5.7	40.3	4.1
Total (n=1,222)	100.0	100.0	100.0	100.0	100.0	100.0	100.0

The letter 'n' refers to the number of institutions in each subset.

TABLE 4

DISTRIBUTION OF ADMINISTRATORS
By Type of Institution
(Percent)

	White Coeducational Institutions		Minority Institutions		All Institutions	
	Public	Private	Public	Private	Public	Private
White Men	80.0	76.1	20.0	13.4	77.4	70.3
White Women	13.6	21.0	3.3	7.7	13.3	24.0
Minority Men	4.9	2.1	58.1	49.6	7.1	3.8
Minority Women	1.4	0.7	18.6	29.3	2.1	1.9
Total	100.0	100.0	100.0	100.0	100.0	100.0

Note: Single sex institutions were excluded due to the small representation of public single-sex institutions in the sample.

TABLE 5

DISTRIBUTION OF ADMINISTRATORS AT INSTITUTIONS
By Type and Educational Mission

	White Men	White Women	Minority Men	Minority Women	All Women	All Minorities	All Administrators
Total Number of Administrators (By Race and Sex)	19,453	4,612	1,509	530	5,142	2,039	26,104
Percent at:							
White Coeducational Institutions - Public							
Research and Doctorate-Granting Universities (n=88)	14.6	5.2	6.9	3.4	5.0	6.0	12.3
Comprehensive Colleges and Universities (n=203)	23.6	14.6	20.1	17.0	14.9	19.3	21.7
Liberal Arts College (n=5)	0.2	0.3	0.5	0.4	0.3	0.5	0.3
Two-Year Colleges (n=307)	19.7	21.5	17.4	17.0	21.0	17.3	19.8
Specialized Institutions (n=29)	2.5	1.8	3.1	2.3	1.9	2.9	2.4
Subtotal	60.6	43.4	48.0	40.1	43.1	46.0	56.5
White Coeducational Institutions - Private							
Research and Doctorate-Granting Universities (n=38)	5.3	3.0	2.3	2.3	2.9	2.3	4.7
Comprehensive Colleges and Universities (n=124)	12.1	11.3	4.7	3.6	10.5	4.4	11.3
Liberal Arts Colleges (n=187)	12.5	18.0	3.3	3.8	16.5	3.4	12.7
Two-Year Colleges (n=35)	1.6	3.0	0.6	0.8	2.8	0.6	1.8
Specialized Institutions (n=91)	4.2	6.3	2.0	2.1	5.8	2.0	4.4
Subtotal	38.7	41.6	12.9	12.6	38.5	2.7	34.9
White Women's Colleges (n=56)	1.9	13.4	0.2	1.9	12.2	0.6	3.8
White Men's Colleges (n=12)	0.9	0.4	0.3	—	0.4	0.2	0.8
Minority Institutions (n=47)	1.0	1.1	38.5	45.7	5.7	40.4	4.1
Total Percent	100.0	100.0	100.0	100.0	100.0	100.0	100.0

Note: Percentages may not total exactly 100 due to rounding. The letter 'n' refers to the number of institutions in the sample.

TABLE 6

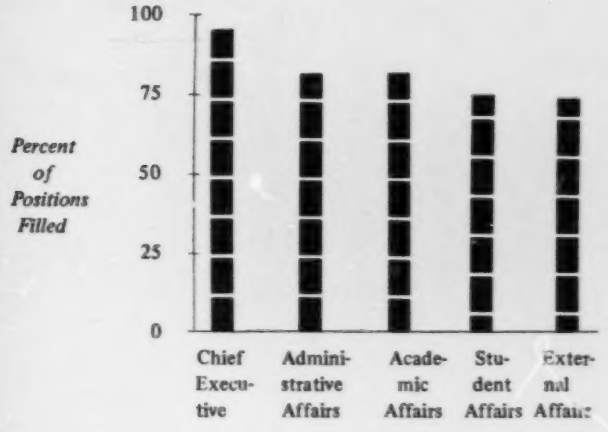
EMPLOYMENT PATTERNS AT INSTITUTIONS GROUPED BY EDUCATIONAL MISSION

	Number of Institutions	Number of Administrators	Percent White Men	Percent White Women	Percent Minority Men	Percent Minority Women	Total Percent
White Coeducational Institutions - Public							
Research and Doctorate-Granting Universities	88	3,213	88.7	7.5	3.2	0.6	100.0
Comprehensive Colleges and Universities	203	5,658	88.1	11.9	5.4	1.6	100.0
Liberal Arts Colleges	5	73	65.8	20.5	11.0	2.7	100.0
Two-Year Colleges	307	5,166	74.0	19.2	5.1	1.7	100.0
Specialized Institutions	29	621	77.0	13.5	7.6	1.9	100.0
Subtotal	632	14,731	80.0	13.6	4.9	1.4	100.0
White Coeducational Institutions - Private							
Research and Doctorate-Granting Universities	38	1,222	84.8	11.4	2.9	1.0	100.0
Comprehensive Colleges and Universities	124	2,958	79.4	17.6	2.4	0.6	100.0
Liberal Arts Colleges	187	3,326	72.9	26.0	1.5	0.6	100.0
Two-Year Colleges	35	460	68.0	30.2	2.0	0.0	100.0
Specialized Institutions	91	1,155	71.4	25.0	2.6	1.0	100.0
Subtotal	465	9,121	76.1	21.0	2.1	0.7	100.0
Total	1,097	23,852					

Note: Percentages may not total exactly 100 due to rounding.

GRAPH 4

PERCENTAGE OF WHITE MEN
BY ADMINISTRATIVF CATEGORY
AT PUBLIC WHITE COEDUCATIONAL INSTITUTIONS



GRAPH 5

PERCENTAGE OF WHITE MEN
BY ADMINISTRATIVE CATEGORY
AT PRIVATE WHITE COEDUCATIONAL INSTITUTIONS

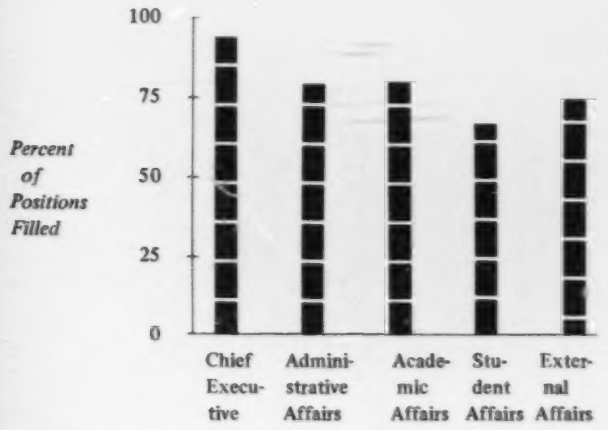


TABLE 7

EMPLOYMENT PATTERNS AT
WHITE COEDUCATIONAL INSTITUTIONS
Grouped by Administrative Position Type

Administrators by Race and Sex	Percent of Positions Filled	
	Public Institutions (n=632)	Private Institutions (n=475)
Chief Executive Officers (3 Positions)		
White Men	94.9	94.0
White Women	0.8	5.2
Minority Men	4.0	0.5
Minority Women	0.3	0.2
Administrative Affairs (20 Positions)		
White Men	81.5	79.7
White Women	11.3	16.4
Minority Men	5.7	3.1
Minority Women	1.6	0.8
Academic Affairs (35 Positions)		
White Men	81.9	80.1
White Women	13.3	17.3
Minority Men	3.7	2.0
Minority Women	1.0	0.5
Student Affairs (16 Positions)		
White Men	74.6	66.1
White Women	16.8	30.7
Minority Men	6.3	2.1
Minority Women	2.3	1.2
External Affairs (7 Positions)		
White Men	73.8	74.4
White Women	22.0	24.3
Minority Men	3.4	1.1
Minority Women	0.8	0.2

In both sectors, white women held the largest proportion of positions relating to student affairs and external affairs at white coeducational institutions. They held 17 percent of the student affairs positions and 22 percent of the external affairs jobs at public institutions, and 31 percent and 24 percent, respectively, at private institutions.

Employment patterns differed by the educational mission of institutions. Special analyses were performed with institutions grouped by type of student and educational mission, as follows:

- Research universities,
- Comprehensive colleges,
- Liberal arts colleges,
- Two-year institutions, and
- Specialized institutions.

Patterns of employment varied significantly by institutional type. The largest share of employment accounted for by women and minorities was more than 25 percent at liberal arts colleges, two-year institutions, and specialized institutions. This was almost twice the size of the women's and minorities' share of employment at comprehensive colleges, and three times their share at research universities.

The private institutions in most of the categories had a slightly greater share of women and minorities than did the public institutions.*

In white coeducational institutions, minority men were most often employed in administrative affairs and student affairs positions, but the biggest share was no greater than 6 percent of the jobs in the public sector and 2 to 3 percent in the private sector.

Minority women were barely represented at the white institutions. The largest share of particular types of jobs held was 2.3 percent of the student affairs posts in the public sector.

At women's colleges, white women held over half the positions in all categories, with the exception of administrative affairs officers (Table 8 on page 12). In that category, white men held 61 percent of the jobs.

At the white men's colleges, white men held an overwhelming majority of the jobs in all five administrative categories. But at the minority institutions, minority men held over half of the jobs in three groupings – chief executive officers, administrative affairs officers, and student affairs officers. In all five categories, minorities held a substantial majority of the jobs at minority institutions.

Employment patterns differed by whether, historically, the position had been held by one sex. At public white coeducational institutions, white men held more than 60 percent of the jobs in all 81 of the administrative positions surveyed, with the seven exceptions noted in Table 9.

TABLE 9

ADMINISTRATIVE POSITIONS WITH LESS THAN 60 PERCENT WHITE MEN At Public White Coeducational Institutions

Position	Percent White Men
Dean, Nursing	3
Director, Affirmative Action/ Equal Employment	17
Dean, Home Economics	23
Dean, Special Programs	50
Director, Affirmative Action and Some Other Position	50
Dean, Health-Related Profession	56
Director, Student Health Service	57

* The details of distribution for each type of institution are shown in Appendix G.

TABLE 8
EMPLOYMENT PATTERNS AT SINGLE SEX AND MINORITY INSTITUTIONS
Grouped By Administrative Position Type

Administrators by Race and Sex	Percent of Positions Filled		
	Private Women's Colleges (n=54)	Private Men's Colleges (n=11)	Minority Institutions (n=47)
Chief Executive Officers (3 Positions)			
White Men	41.1	100.0	9.1
White Women	58.9	0.0	1.8
Minority Men	0.0	0.0	83.6
Minority Women	0.0	0.0	5.5
Administrative Affairs (20 Positions)			
White Men	61.0	88.5	24.1
White Women	37.8	11.5	2.3
Minority Men	0.8	0.0	60.6
Minority Men	0.4	0.0	13.0
Academic Affairs (33 Positions)			
White Men	34.1	97.4	20.7
White Women	63.8	2.6	6.1
Minority Men	0.0	0.0	49.5
Minority Women	2.2	0.0	23.6
Student Affairs (16 Positions)			
White Men	15.4	77.8	8.2
White Women	83.0	20.0	5.4
Minority Men	0.0	2.2	52.7
Minority Women	1.6	0.0	33.7
External Affairs (7 Positions)			
White Men	31.2	90.9	18.8
White Women	68.8	4.5	10.4
Minority Men	0.0	4.5	42.7
Minority Women	0.0	0.0	28.1

White men did not dominate quite as many positions in the private sector. There were 13 positions with less than 60 percent white men at the private white coeducational institutions (Table 10). For the most part, the positions listed in Tables 9 and 10 are either historically women's jobs or are associated with affirmative action programs. In spite of that, white men held 50 percent or more of all but three positions in the public sector and four in the private sector.

TABLE 10

ADMINISTRATIVE POSITIONS WITH LESS THAN 60 PERCENT WHITE MEN
At Private White Coeducational Institutions

Position	Percent White Men
Dean, Nursing	0
Dean, Home Economics	18
Director, Affirmative Action/ Equal Employment	19
Director, Student Health Service	40
Dean, Social Work	50
Director, Student Placement	53
Director, Community Services	55
Director, Student Housing and Some Other Position	55
Director, Personnel/Human Resources	55
Registrar	57
Director, Library Services	58
Director, Information Office	59
Director, Personnel and Affirmative Action	59

Of all the white women working at white coeducational institutions in the public sector, over half were employed in the 10 positions indicated in Table 11 (see page 14). Just over half of the minority men at these institutions were employed in 12 of the 81 positions, and half of all the minority women employed held one of six positions.

A high concentration of one race or sex group in a given position indicates that, of the total number of the group's members employed, a substantial proportion held the same type of job.

Several position concentrations were held unique to one race or sex group. One-quarter of the white women administrators at public white coeducational institutions held one of four positions: Dean of Nursing, Director of Library Services, Bookstore Manager, or Registrar.

For the most part, minority men were employed most frequently in the same jobs in which white men were highly concentrated. Two positions in which minority men were highly concentrated, but white men were not, were Director, Student Union, and Director, Personnel/Human Resources.

Affirmative action officers had sizeable proportions of each race and sex group. Director of Affirmative Action and Equal Employment was the only position with a sizeable representation of all four race and sex groups. At white coeducational institutions, white men held 17 percent of these jobs, white women held 38 percent, minority men held 28 percent, and minority women held 17 percent (Table 12).*

TABLE 12

EMPLOYMENT SHARES BY RACE AND SEX
DIRECTOR OF AFFIRMATIVE ACTION/ EQUAL EMPLOYMENT

	Public Institutions	Private Institutions
White Men	17	19
White Women	38	40
Minority Men	28	31
Minority Women	17	10

*See Appendix H for detailed employment shares by race and sex for all administrative positions.

TABLE 11

CONCENTRATION OF EACH RACE AND SEX GROUP IN POSITIONS AT PUBLIC WHITE COEDUCATIONAL INSTITUTIONS

White Men (Total Employed = 11,788)

	n	Percent	Cumulative Percent
Chief Business Officer	513	4.4	4.4
Director, Physical Plant	495	4.2	8.6
Chief Academic Officer	488	4.1	12.7
Chief Executive Officer	477	4.1	16.8
Chief Student Affairs Officer	447	3.8	20.6
Director, Library Services	379	3.2	23.8
Director, Computer Center	374	3.2	27.0
Director, Athletics	354	3.0	30.0
Director, Student Financial Aid	334	2.8	32.8
Director, Campus Security	331	2.8	35.6
Director, Student Counseling	306	2.6	38.2
Dean Business	301	2.6	40.8
Director, Purchasing	300	2.5	43.3
Director, Admissions	295	2.5	45.8
Registrar	284	2.4	48.2
Comptroller	265	2.2	50.4

White Women (Total Employed = 2,005)

	n	Percent	Cumulative Percent
Dean of Nursing	152	7.6	7.6
Director, Library Services	134	6.7	14.3
Manager, Bookstore	124	6.2	20.5
Registrar	105	5.2	25.7
Director, Student Health Service	93	4.6	30.3
Director, Student Financial Aid	88	4.4	34.7
Director, Affirmative Action/Equal Employment	88	4.4	39.1
Director, Student Counseling	83	4.1	43.2
Director, Information Office	77	3.8	47.0
Chief Public Relations Officer	64	3.2	50.2

Minority Men (Total Employed = 726)

	n	Percent	Cumulative Percent
Director, Affirmative Action/Equal Employment	65	9.0	9.0
Director, Student Financial Aid	55	7.6	16.6
Chief Student Affairs Officers	42	5.8	22.4
Director, Campus Security	39	5.4	27.8
Director, Student Counseling	30	4.1	31.9
Director, Student Union	24	3.3	35.2
Chief Academic Officer	21	2.9	38.1
Director, Student Placement	21	2.9	41.0
Director, Personnel/Human Resources	20	2.8	43.8
Director, Athletics	19	2.6	46.4
Director, Physical Plant	18	2.5	48.9
Director, Library Services	17	2.3	51.2

Minority Women (Total Employed = 212)

	n	Percent	Cumulative Percent
Director, Affirmative Action/Equal Employment	40	18.9	18.9
Director, Student Financial Aid	20	9.4	28.3
Director, Student Placement	13	6.1	34.4
Director, Library Services	13	6.1	40.5
Director, Student Health Services	12	5.7	46.2
Chief Student Affairs Officer	10	4.7	50.9

The letter 'n' refers to the number of administrators in each position.

Minorities were concentrated in two jobs. At white coeducational institutions, a sizeable share of all minorities employed as top-level administrators held one of two positions – Affirmative Action Officer and Student Financial Aid Officer. One fifth of the minorities in the public sector and one sixth of the minorities in the private sector held one of these jobs (Table 13).

TABLE 13

MINORITY AFFIRMATIVE ACTION OFFICERS AND STUDENT FINANCIAL AID OFFICERS AS PERCENT OF TOTAL MINORITY EMPLOYMENT
At White Coeducational Institutions

	White Coeducational Institutions	
	Public	Private
Total Administrators	14,731	9,121
Minority Administrators	938	261
Percent of Total Administrators	6.4	2.9
Minority Affirmative Action Officers*	108	20
Minority Financial Aid Officers*	79	25
Subtotal	187	45
Percent of Total Minority Employment	20	17

*These include "Director of" and "Director of, and [some other]"

FINDINGS: 1978-79 SALARY COMPARISONS

The ratios of women's and minorities' salaries to white men's salaries differed across institutional types. White women were paid proportionately more at private women's colleges than at white coeducational institutions – about 78 percent vs. 70 percent of what white men earned at white coeducational institutions (Table 14). Minority men had a higher salary ratio at white coeducational institutions than they had at single sex colleges, but about the same as they had at minority institutions. Minority women were paid a somewhat higher percentage of white men's salaries at public white coeducational institutions than at minority institutions.

Salary levels differed by both race and sex; however, the differentials were more consistently related to sex than to race. At white coeducational institutions, both white women and minority women were paid between 68 and 80 percent of what white men were paid. Minority men were paid approximately 90 percent of the average white men's salary (Table 14).

While minority men earned about 90 percent of the salary white men earned at minority institutions as well as at white coeducational schools, the salary ratios of white and minority women varied depending on their race and whether they worked for a white or minority institution. At white coeducational schools, white women received the lowest salary ratio among the four race and sex groups. White women earned about 70 percent of what white men were earning. Minority women received about 80 percent of the white men's salary, or 10 percent more than white women and

TABLE 14

AVERAGE SALARY RATIOS BY TYPE OF INSTITUTION

	White Coeducational Institutions		Women's Colleges*	Men's Colleges*	Minority Institutions	
	Public	Private	Private	Private	Public	Private
White Men	1.00	1.00	1.00	1.00	1.00	1.00
White Women	.70	.68	.78	.59	.85	.81
Minority Men	.90	.92	.77	.82	.89	.89
Minority Women	.80	.77	.83	-	.77	.73

Figures show ratios of average salaries to white men's average salaries for each position at each type of institution.

*Salary data for the public single sex institutions are excluded due to their limited representation in the sample.

10 percent less than minority men. The same pattern emerged at minority institutions, with minority women receiving the lowest salary. At minority institutions, white women earned 8 to 9 percent more than minority women, but still 15 to 20 percent less than white men in similar positions at those institutions.

Being of the opposite racial group appeared to counteract the negative effect of being female, for both minority women at white coeducational institutions and white women at minority institutions. Women received slightly higher salaries at institutions where they were in the minority racially.

The picture was different at the single sex colleges. At private men's colleges, salary varied with race and sex. Women received less than 60 percent of what white men were earning, and minority men received about 80 percent. At women's colleges, on the other hand, race and sex mattered little, except in the case of white men. Women and minorities received only 80 percent of white men's salaries at those institutions.

The percentage of jobs held by women and minorities tended to be inversely related to the salary levels. As salaries increased by position, the proportion of women and minorities in the positions decreased. At public white coeducational institutions, 40 percent of the white women, 45 percent of the minority men, and 53 percent of the minority women held jobs in the lowest salary quartile* (Table 15 on page 17), while only 31 percent of the white men were in this quartile. Only 11 percent of the white women, 12 percent of the minority men, and 10 percent of the minority women held jobs in the highest quartile. In contrast, 19 percent of the white men held jobs in the highest quartile. The pattern was very similar at the private white coeducational institutions.

Institutions employing the largest proportion of white women paid lower salaries than institutions employing the largest proportion of white men or minorities. The average salary of white male administrators varied across institutional types. Public comprehensive colleges and universities employed the largest proportion of white men in the sample and paid higher average salaries than two-year colleges, which employed the largest proportion of white women.

Table 16 shows that public comprehensive institutions paid over $6,000 more, on the average, to chief executives and academic affairs officers than public two-year institutions. Administrative affairs officers earned $2,000 more and external affairs and student affairs officers earned approximately $1,000 more at public comprehensive institutions than at public two-year institutions.

TABLE 16

AVERAGE WHITE MEN'S SALARIES AT THREE TYPES OF INSTITUTIONS
By Position Grouping

	Comprehensive Colleges and Universities Public	Two-Year Colleges Public	All Minority Institutions
Chief Executive Officers	$43,920	$37,665	$40,656
Administrative Affairs Officers	24,689	22,571	27,048
Academic Affairs Officers	32,256	25,989	24,181
Student Affairs Officers	24,245	23,312	23,172
External Affairs Officers	24,569	23,375	25,047

*All 81 positions were ranked according to the median salary paid to white men and divided into quartiles. A listing of each quartile appears in Appendix I.

TABLE 15

DISTRIBUTION OF EACH RACE AND SEX GROUP AMONG SALARY QUARTILES
At White Coeducational Institutions

Public Institutions

Quartile	Percent of White Men	Percent of White Women	Percent of Minority Men	Percent of Minority Women
I	19	11	12	10
II	26	27	22	21
III	24	22	21	15
IV	31	40	45	53
Total	100	100	100	100

Private Institutions

Quartile	Percent of White Men	Percent of White Women	Percent of Minority Men	Percent of Minority Women
I	14	9	7	6
II	25	11	13	5
III	33	39	43	48
IV	28	41	37	41
Total	100	100	100	100

Note: Percentages do not always total exactly 100 due to rounding.

Minority institutions employed a substantial number of all the minority administrators identified in the survey. The differences in average salaries between public comprehensive institutions and minority institutions, however, were not as consistent. In fact, there were several instances in which administrators earned more, on the average, at minority institutions.

Institutions with the largest percentages of white male employees paid higher salaries than those with the largest percentages of female or minority employees. Research and doctorate-granting universities employed the largest percentage of white men relative to women and minorities (see Table 17 on page 19). These institutions also paid higher salaries than any of the other types of institutions. White women accounted for a larger proportion of the total employment at women's colleges and at two-year private colleges than at other types of schools. The average salaries for white men at those institutions ranged from $8,000 to almost $40,000 a year less than the salaries paid by research universities. Minorities were employed in large proportions only at minority institutions. The salaries of white men at these schools averaged lower than at the research universities in all cases, yet greater than at women's colleges and two-year public institutions in almost every instance (chief executive officers were paid about $600 more in private women's colleges).

Public institutions paid higher average salaries than private institutions and employed fewer women and more minorities. A similar pattern emerged in a comparison of the two sectors. White male administrators were paid a higher median salary at public coeducational institutions than at private ones (Table 18). As indicated earlier, women were employed in greater proportions at institutions in the private sector than in the public sector. At white coeducational institutions, minorities were employed more often at public than at private institutions.

Salary ratios differed by position grouping. Among the surveyed institutions, women employed as chief executive officers received 84 percent of the average salaries paid to their male counterparts (Table 19). Women serving as academic affairs and external affairs officers received 80 percent of the white men's average salaries, and those employed as administrative affairs and student affairs officers received approximately 74 percent.

At public white coeducational institutions, the ratios of white women's salaries to white men's salaries were lowest for administrative affairs officers (Table 20). The highest salary ratio received by white women was .91 in chief executive posts. As external affairs officers, minority women received a low of 76 percent of their male counterparts' salaries. As administrative affairs officers, minority women received a high of 84 percent of their male counterparts' salaries.

TABLE 18

WHITE MEN'S AVERAGE SALARIES BY POSITION GROUPING AT PUBLIC AND PRIVATE INSTITUTIONS

	White Coeducational Institutions	
	Average of Median Salaries for each Position	
Position Grouping	Public	Private
Chief Executive Officers	$41,676	$39,213
Administrative Affairs	23,046	21,516
Academic Affairs	32,763	27,522
Student Affairs	24,813	19,904
External Affairs	24,963	22,462

TABLE 19

RATIOS OF WOMEN'S SALARIES TO WHITE MEN'S SALARIES BY POSITION GROUPING

	All Institutions
Position Grouping	Ratio
Chief Executive Officers	.84
Administrative Affairs	.74
Academic Affairs	.80
Student Affairs	.73
External Affairs	.80

Note: White men's salaries = 1.00

TABLE 17

AVERAGE WHITE MEN'S SALARIES AT FIVE TYPES OF INSTITUTIONS
By Position Grouping

	Research and Doctorate-Granting Universities		Women's Colleges Private	Two-Year Colleges Private	Minority Institutions
	Public	Private			
	(89% white men)	(85% white men)	(63% white women)	(30% white women)	(78% Minorities)*
Chief Executive Officers	$53,225	$65,660	$41,216	$26,179	$40,656
Administrative Affairs Officers	32,039	33,929	20,511	17,147	27,046
Academic Affairs Officers	41,803	43,512	23,893	18,459	24,181
Student Affairs Officers	29,702	28,573	18,366	16,019	23,172
External Affairs Officers	31,199	36,588	23,171	21,214	25,047

* Of the administrators at minority institutions, 55 percent were minority men and 23 percent were minority women.

(Institutions were selected based on employment of large proportions of a race or sex group within the institutional type.)

TABLE 20

RATIOS OF WOMEN'S AND MINORITIES' SALARIES TO WHITE MEN'S SALARIES
By Position Grouping

White Coeducational Institutions	Chief Executives	Administrative Affairs	Academic Affairs	Student Affairs	External Affairs
Public					
White Men	1.00	1.00	1.00	1.00	1.00
White Women	.91	.46	.82	.79	.72
Minority Men	.90	.86	.91	.93	.94
Minority Women	.82	.84	.81	.79	.76
Private					
White Men	1.00	1.00	1.00	1.00	1.00
White Women	.73	.63	.72	.71	.63
Minority Men	.77	.87	.94	1.00	.88
Minority Women	1.10	.86	.70	.76	.39
Minority Institutions					
Public					
White Men	1.00	1.00	1.00	1.00	1.00
White Women	–	.80	.96	.89	.69
Minority Men	1.14	.80	.96	.84	.92
Minority Women	.81	.72	.87	.71	.76
Private					
White Men	1.00	1.00	1.00	1.00	1.00
White Women	.62	.86	.87	.85	.63
Minority Men	.83	.88	.93	.95	.77
Minority Women	.84	.62	.88	.76	.51

White women earned less than white men did in all position groupings and at every type of institution. In a number of isolated instances, minority men and women had larger salaries than white men. Minority men were paid 14 percent more than white men as chief executives at minority institutions.

Minority affirmative action officers earned close to or more than white affirmative action officers. Of those serving as affirmative action officers, white women earned the least (Table 21). On the other hand, minority women were paid close to or more than male affirmative action officers, both white and minority. Minorities of either sex earned more than white men in these positions in private white coeducational institutions.

TABLE 21

SALARY RATIOS OF AFFIRMATIVE ACTION OFFICERS AT WHITE COEDUCATIONAL INSTITUTIONS
By Race and Sex

	White Coeducational Institutions	
	Public	Private
White Men	1.00	1.00
White Women	.84	.76
Minority Men	.92	1.07
Minority Women	.89	1.24

Figures show ratios of salaries for each race and sex group to white men's salaries.

SECTION TWO: TREND DATA

METHODOLOGY

The 1975-76 study of employment patterns and salary levels of women and minority administrators established a baseline that could be used to identify change over time. Therefore, it was possible to analyze the trends and measure progress toward achieving affirmative action goals.

The data used for this analysis were provided by 514 institutions that responded to both the 1975-76 and 1978-79 *Administrative Compensation Surveys.* Construction of the matched set of responding institutions was necessary to measure change over time from a consistent base. This subset was further broken down into white coeducational, white single sex, and minority institutions by public or private control, as in other sections of this report. As before, data for public white coeducational institutions, private white coeducational institutions, private women's colleges, and minority institutions are presented. Data are not presented for private men's colleges because too few of these institutions participated in both surveys. Thus, data from 508 institutions were used for the detailed longitudinal analysis.

In 1975, data on 19,711 individuals were supplied by 1,112 institutions. As mentioned earlier, in 1978, usable data were provided by 1,222 institutions on 26,104 individuals. In 1975, the subset of 514 institutions that responded in both surveys reported information for 10,163 administrators. In 1978, they reported on 12,386 administrators. Extensive pre-analysis calculations were made to ensure that the smaller samples were not significantly different from the full sample for each corresponding year.

Due to the addition of new job titles to the survey instrument between 1975 and 1978, it was necessary to match the position codes in the two years. Review of the position descriptions used in the two years enabled us to exactly match 51 of the codes used for both years and to group additional position codes with one of the original positions (e.g., registrar in 1975 was matched with registrar and registrar plus other positions in 1978). In cases where a new job title was not comparable to one on the original study, the position was deleted from the longitudinal analysis. There were 20 codes in 1978 that either had no match or could not be included under a similar 1975 position description. In some instances, the positions have been grouped into position clusters for comparison purposes. In these cases the absolute number of administrators in 1978 will be higher than the actual number for matched positions. Therefore, only the proportional changes should be used for comparison to 1975.

For some of the analyses, only those positions with an exact match were used, and in others concerning relative proportions, all positions with a related function were used.*

FINDINGS: CHANGES IN EMPLOYMENT PATTERNS

Employment shifts over the period from 1975 to 1978 were minimal. Between 1975 and 1978, women and minorities gained only 3.5 percent of the top-level administrative jobs, as the share held by white men decreased from 80.6 percent to 77.1 percent. (Tables 22 and 23). Most of this minimal gain benefited white women and, very slightly, minority men. This was reflected almost exactly in the public white coeducational institutions and the private women's colleges. In the private white coeducational schools, there was almost a 5 percent shift, all from white men to white women, with no change in the share of jobs held by minorities.

The greatest shift in proportion of administrative jobs held by minorities was where it would be most expected – in the minority institutions. White men lost over 5 percent of the positions to minority men.

Employment shifts differed by type of position. Within white coeducational institutions, there was no change in employment patterns among chief executive officers. The area where the greatest shift occurred was for external affairs officers (Table 24). In the public sector, over 7 percent of the positions shifted from men to women, and in the private sector, almost 9 percent shifted. In administrative, academic, and student affairs positions, the two sectors reflected the overall pattern. Minorities did not gain a significant share of any of the position categories, and in fact lost a minimal portion in some.

Women's colleges and minority institutions showed a greater degree of change. White men lost a significant share of executive officer positions in both private women's colleges and in minority institutions (Table 25). This loss was picked up in women's colleges by white women, and in minority institutions by minorities.

Administrative affairs and external affairs positions in minority institutions included more minority men and women, primarily because of an increase in the number of positions. Thus, they held a larger proportion of those jobs in 1978 than they did three years earlier.

More change had occurred in the private sector. In the white coeducational institutions, there was an increase of 880 jobs in the exactly matched administrative positions in the three-year period. Of this increase in jobs, the majority were filled by white men (nearly 60 percent). Minority women, the least well represented group among administrators, also gained the least, less than 2 percent of the increase in jobs. Tables 26 and 27 show the number of jobs filled in 1975 and 1978 in the exactly matched administrative positions at public and private white coeducational institutions. Tables 28 and 29 show the proportion of positions in each administrative function or group of similar functions filled by men, women, and minorities.

In the public sector, positions as Chief Planning Officer, Director of Information Systems, Director of Student Counseling, and Director of Community Service included more white women and minority men. Minority men also gained in the position of Director of Student Placement. The only position in which minority women showed substantial gain in the proportion of jobs filled was that of Director of Affirmative Action/Equal Employment. This gain was at the expense of minority men, however.

In the private white coeducational institutions, white men lost a substantial share of positions as Chief Planning Officer, Manager of the Bookstore, Chief Academic Officer, and Directors of Computer Center, Institutional Research, Student Placement, Student Counseling, and Community Service. The majority of these positions went to white women, with only minimal increases in the number of minority men.

There were more gains than losses, but not significiantly more. In the public white coeducational institutions, white women made more headway in gaining shares of a specific job than did minorities. Table 30 shows the jobs in which each group made the most gains and suffered the greatest losses. White women and minority men made the greatest gains in positions as Director of Student Counseling. White and minority women made gains as Director of Affirmative Action/Equal Employment. The greatest loss in share of jobs was felt by white women in the positions of Director of Library Services and Dean of Home Economics.

In the private white coeducational institutions, white women made the greatest gains in the positions of Manager of the Bookstore, Director of Student Placement, and Director of Student Counseling, with a more than 20 percent increase in their share of these jobs. They also gained significantly in the positions of Director of Student Housing and Chief Academic Officer (Table 31). Their greatest loss was in the position of Chief Student Affairs Officer.

*Appendix J shows the positions used in both the exact match sections and in the proportion comparison.

TABLE 22

EMPLOYMENT PATTERNS AT INSTITUTIONS GROUPED BY STUDENT BODY TYPE
1975 SUBSET

	White Coeducational Institutions			White Women's Colleges	Minority Colleges	All Institutions		
	Total	Public	Private	Private	Total	Total	Public	Private
Number of Institutions	468	291	177	22	18	510	302	208
Total Sample Size	8,637	5,730	2,907	261	313	9,240	5,894	3,346
Total Percent	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
White Men								
Number	7,242	4,853	2,389	114	69	7,452	4,900	2,552
Percent	83.8	84.7	82.2	43.7	22.0	80.6	83.1	76.3
White Women								
Number	1,081	630	451	146	23	1,252	634	618
Percent	12.5	11.0	15.5	55.9	7.3	13.5	10.8	18.5
Minority Men								
Number	241	194	47	0	165	406	279	127
Percent	2.8	3.4	1.6	0.0	52.7	4.4	4.7	3.8
Minority Women								
Number	73	53	20	1	56	130	81	49
Percent	0.8	0.9	0.7	0.4	17.9	1.4	1.4	1.5
All Women								
Number	1,154	683	471	147	79	1,382	715	667
Percent	13.4	11.9	16.2	56.3	25.2	15.0	12.1	19.9
All Minorities								
Number	314	247	67	1	221	536	360	176
Percent	3.6	4.3	2.3	0.4	70.6	5.8	6.1	5.3

TABLE 23

EMPLOYMENT PATTERNS AT INSTITUTIONS GROUPED BY STUDENT BODY TYPE 1978 SUBSET

	White Coeducational Institutions			White Women's Colleges	Minority Colleges	All Institutions		
	Total	Public	Private	Private	Total	Total	Public	Private
Number of Institutions	468	291	177	22	18	510	302	208
Total Sample Size	9,531	6,228	3,303	320	358	10,248	6,445	3,803
Total Percent	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
White Men								
Number	7,680	5,117	2,563	130	58	7,904	5,161	2,743
Percent	80.6	82.2	77.6	40.6	16.2	77.1	80.1	72.1
White Women								
Number	1,438	777	661	186	21	1,648	781	867
Percent	15.1	12.5	20.0	58.1	5.9	16.1	12.1	22.8
Minority Men								
Number	316	261	55	1	211	528	393	135
Percent	3.3	4.2	1.7	0.3	58.9	5.2	6.1	3.5
Minority Women								
Number	97	73	24	3	68	168	110	58
Percent	1.0	1.2	0.7	0.9	19.0	1.6	1.7	1.5
All Women								
Number	1,535	850	685	189	89	1,816	891	925
Percent	16.1	13.6	20.7	59.1	24.9	17.7	13.8	24.3
All Minorities								
Number	413	334	79	4	279	696	503	210
Percent	4.3	5.4	2.4	1.3	77.9	6.8	7.8	5.5

TABLE 24

EMPLOYMENT DISTRIBUTION BY RACE AND SEX FOR EACH POSITION GROUPING
1975-1978 Comparison

	Public White Coeducational Institutions					Private White Coeducational Institutions				
	1975		1978		Change In	1975		1978		Change In
	Number	Percent	Number	Percent	Percent Held	Number	Percent	Number	Percent	Percent Held
Chief Executive Officers										
White Men	334	96.8	339	96.9	+0.1	179	95.7	199	95.7	--
White Women	5	1.4	3	0.9	-0.5	7	3.7	9	4.3	+0.6
Minority Men	6	1.7	8	2.3	+0.6	1	0.5	0	0.0	-0.5
Minority Women	0	0.0	0	0.0	--	0	0.0	0	0.0	--
Administrative Affairs Officers										
White Men	1486	84.7	1758	82.9	-1.8	750	84.9	862	80.9	-4.0
White Women	177	10.1	220	10.4	+0.3	109	12.3	162	15.2	+2.9
Minority Men	73	4.2	110	5.2	+1.0	16	1.8	34	3.2	+1.4
Minority Women	18	1.0	32	1.5	+0.5	8	0.9	7	0.7	-0.2
Academic Affairs Officers										
White Men	1544	84.8	1632	83.9	-0.9	552	83.5	559	79.5	-4.0
White Women	219	12.0	241	12.4	+0.4	102	15.4	129	18.3	+2.9
Minority Men	44	2.4	59	3.0	+0.6	7	1.1	11	1.6	+0.5
Minority Women	13	0.7	13	0.7	--	0	0.0	4	0.6	+0.6
Student Affairs Officers										
White Men	1123	81.8	1217	78.2	-3.6	667	75.3	812	71.2	-4.1
White Women	171	12.5	231	14.8	+2.3	186	21.0	296	25.9	+4.9
Minority Men	59	4.3	84	5.4	+1.1	22	2.5	20	1.8	-0.7
Minority Women	19	1.4	25	1.6	+0.2	11	1.2	13	1.1	-0.1
External Affairs Officers										
White Men	336	83.4	416	75.8	-7.6	257	83.2	317	74.1	-9.1
White Women	58	13.2	113	20.6	+7.4	49	15.9	105	24.5	+8.6
Minority Men	12	2.7	16	2.9	+0.2	2	0.6	6	1.4	+0.8
Minority Women	3	0.7	4	0.7	--	1	0.3	0	0.0	-0.3

TABLE 25

EMPLOYMENT DISTRIBUTION BY RACE AND SEX FOR EACH POSITION GROUPING
1975-1978 Comparison

	Private Women's Colleges					Minority Institutions				
	1975		1978		Change In	1975		1978		Change In
	Number	Percent	Number	Percent	Percent Held	Number	Percent	Number	Percent	Percent Held
Chief Executive Officers										
White Men	12	70.6	9	42.9	-27.7	4	21.1	2	9.1	-12.0
White Women	5	29.4	12	57.1	+27.7	1	5.3	1	4.5	-0.8
Minority Men	0	0.0	0	0.0	0.0	14	73.7	18	81.8	+8.1
Minority Women	0	0.0	0	0.0	0.0	0	0.0	1	4.5	+4.5
Administrative Affairs Officers										
White Men	61	70.9	79	71.2	+0.3	32	36.4	31	24.8	-11.6
White Women	25	29.1	31	27.9	-1.2	6	6.8	5	4.0	-2.8
Minority Men	0	0.0	1	0.9	0.0	43	48.9	74	59.2	+10.3
Minority Women	0	0.0	0	0.0	0.0	7	8.0	15	12.0	+4.0
Academic Affairs Officers										
White Men	19	44.2	21	38.9	-5.3	17	18.9	19	20.4	+1.5
White Women	24	55.8	32	59.3	+3.5	5	5.6	6	6.5	+0.9
Minority Men	0	0.0	0	0.0	0.0	46	51.1	44	47.3	-3.8
Minority Women	0	0.0	1	1.9	+1.9	22	24.4	24	25.8	+1.4
Student Affairs Officers										
White Men	12	14.3	16	14.5	+0.2	9	10.1	6	5.4	-4.7
White Women	71	84.5	92	83.6	-0.9	8	9.0	6	5.4	-3.6
Minority Men	0	0.0	0	0.0	0.0	49	55.1	77	69.4	+14.3
Minority Women	1	1.2	2	1.8	+0.6	23	25.8	22	19.8	-6.0
External Affairs Officers										
White Men	10	32.3	13	26.0	-6.3	9	30.0	7	18.9	-11.1
White Women	21	67.7	37	74.0	+6.3	4	13.3	4	10.8	-2.5
Minority Men	0	0.0	0	0.0	0.0	13	43.3	13	35.1	-8.1
Minority Women	0	0.0	0	0.0	0.0	4	13.3	13	35.1	+21.8

TABLE 26

ADMINISTRATORS BY RACE AND SEX IN 1975-76 AND 1978-79
At Public White Coeducational Institutions

Exactly Matched Positions	1975-76				1978-79			
	White Men	White Women	Minority Men	Minority Women	White Men	White Women	Minority Men	Minority Women
Chief Executive Officer	334	5	6	0	339	3	8	0
Chief Planning Officer	67	1	1	0	65	4	3	2
Chief Business Officer	238	1	6	0	253	4	5	0
Chief Budget Officer	80	7	1	0	89	6	3	0
Director, Food Service	66	21	2	1	80	17	4	1
Purchasing Agent	136	18	4	1	159	25	5	1
Manager, Bookstore	102	54	4	0	123	56	7	0
Director, Legal Services	32	2	0	1	37	4	1	0
Director, Personnel/Human Resources	119	28	11	0	113	36	11	0
Director, Affirmative Action/ Equal Employment	15	28	27	13	21	45	34	26
Director, Computer Center	166	1	2	0	190	4	7	0
Director, Information Systems	49	0	0	1	50	5	2	0
Comptroller	132	8	4	1	141	10	5	2
Chief Academic Officer	211	17	5	1	236	12	8	1
Director, Library Services	182	60	4	5	191	50	6	2
Director, Institutional Research	94	15	5	1	113	22	4	2
Director, Athletics	142	1	2	0	185	2	5	0
Dean, Agriculture	40	0	0	0	43	0	1	0
Dean, Architecture	28	0	0	0	27	0	0	0
Dean, Business	114	2	2	1	144	8	1	2
Dean, Dentistry	14	0	0	0	15	0	0	0
Dean, Education	98	3	10	1	113	6	6	0
Dean, Engineering	63	1	1	1	82	0	2	0
Dean, Fine Arts	45	6	2	0	40	3	4	0
Dean, Graduate Programs	85	6	3	0	95	10	5	1
Dean, Home Economics	7	35	1	0	8	24	0	0
Dean, Law	29	0	0	0	32	0	0	0
Dean, Medicine	26	0	0	0	26	0	0	0
Dean, Music	31	0	0	0	22	3	1	0
Dean, Nursing	8	60	0	3	3	70	0	3
Dean, Pharmacy	18	0	0	0	23	0	0	0
Dean, Social Work	27	5	2	0	19	6	3	1
Dean, Vocational Education	52	1	2	0	69	0	2	0
Chief Student Affairs Officers	186	16	16	1	216	25	15	2
Director, Student Placement	132	20	5	2	138	27	9	5
Director, Student Counseling	128	27	1	3	151	44	10	3
Director, Student Union	116	13	3	1	133	18	11	1
Director, Student Housing	97	17	3	1	107	19	6	0
Director, Information Office	86	34	1	0	93	42	2	0
Director, Community Services	94	7	5	2	71	13	6	1
	3783	527	146	43	4126	636	208	57

TABLE 27

ADMINISTRATORS BY RACE AND SEX IN 1975-76 AND 1978-79
At Private White Coeducational Institutions

Exactly Matched Positions	1975-76				1978-79			
	White Men	White Women	Minority Men	Minority Women	White Men	White Women	Minority Men	Minority Women
Chief Executive Officer	178	7	1	0	195	9	0	0
Chief Planning Officer	21	1	0	0	27	6	1	0
Chief Business Officer	143	7	1	0	148	9	0	0
Chief Budget Officer	22	3	0	0	28	1	0	0
Director, Food Service	41	12	1	2	38	9	2	2
Purchasing Agent	47	7	2	0	59	13	2	0
Manager, Bookstore	61	32	0	0	67	56	4	0
Director, Legal Services	5	1	0	0	6	1	0	1
Director, Personnel/Human Resources	45	22	2	3	38	25	0	2
Director, Affirmative Action/ Equal Employment	5	4	6	2	5	9	6	2
Director, Computer Center	77	3	0	0	90	8	4	0
Director, Information Systems	19	3	0	0	20	5	0	0
Comptroller	98	12	1	1	92	14	4	0
Chief Academic Officer	126	5	0	0	135	16	1	0
Director, Library Services	101	50	2	0	99	56	4	3
Director, Institutional Research	25	4	0	0	35	9	1	0
Director, Athletics	85	2	3	0	117	3	1	0
Dean, Agriculture	1	0	0	0	1	0	0	0
Dean, Architecture	6	0	0	0	4	0	0	0
Dean, Business	43	1	2	0	50	2	2	0
Dean, Dentistry	6	0	0	0	6	0	0	0
Dean, Education	35	5	0	0	33	5	0	0
Dean, Engineering	24	0	0	0	25	0	0	0
Dean, Fine Arts	18	3	0	0	17	1	0	0
Dean, Graduate Programs	28	5	1	0	41	3	1	0
Dean, Home Economics	1	3	0	0	1	5	0	0
Dean, Law	19	0	1	0	22	0	2	0
Dean, Medicine	5	0	0	0	6	0	0	0
Dean, Music	21	0	0	0	16	0	0	0
Dean, Nursing	0	21	0	0	0	23	0	0
Dean, Pharmacy	4	0	0	0	5	0	0	0
Dean, Social Work	11	2	0	0	5	1	2	0
Dean, Vocational Education	2	0	0	0	1	0	0	0
Chief Student Affairs Officer	105	13	4	2	134	4	23	0
Director, Student Placement	51	28	2	2	62	51	3	2
Director, Student Counseling	55	13	2	0	60	36	4	1
Director, Student Union	38	12	0	2	44	18	1	1
Director, Student Housing	52	23	3	0	68	41	0	2
Director, Information Office	42	22	0	0	46	23	0	0
Director, Community Services	14	1	1	1	10	4	3	0
	1680	327	35	15	1856	466	71	16

TABLE 28

PERCENTAGE DISTRIBUTIONS BY RACE AND SEX IN 1975-76 AND 1978-79
At Public White Coeducational Institutions

	1975-76				1978-79			
	White Men	White Women	Minority Men	Minority Women	White Men	White Women	Minority Men	Minority Women
Chief Executive Officer	96.8%	1.4%	1.7%	0.0%	96.9%	0.9%	2.3%	0.0%
Chief Planning Officer	97.1	1.4	1.4	0.0	87.8	5.4	4.1	2.7
Chief Business Officer	97.1	0.4	2.4	0.0	96.6	1.5	1.9	0.0
Chief Budget Officer	90.9	8.0	1.1	0.0	90.8	6.1	3.1	0.0
Director, Food Service	73.3	23.3	2.2	1.1	78.4	16.7	3.9	1.0
Purchasing Agent	85.5	11.3	2.5	0.6	83.7	13.2	2.6	0.5
Manager, Bookstore	63.8	33.8	2.5	0.0	66.1	30.1	3.8	0.0
Director, Legal Services	91.4	5.7	0.0	2.9	88.1	9.5	2.4	0.0
Director, Personnel/Human Resources	75.3	17.7	7.0	0.0	70.6	22.5	6.9	0.0
Director, Affirmative Action/ Equal Employment	18.1	33.7	32.5	15.7	16.7	35.7	27.0	20.6
Director, Computer Center	98.2	0.6	1.2	0.0	94.5	2.0	3.5	0.0
Director, Information Systems	98.0	0.0	0.0	2.0	87.7	8.8	3.5	0.0
Comptroller	91.0	5.5	2.8	0.7	89.2	6.3	3.2	1.3
Chief Academic Officer	90.2	7.3	2.1	0.4	91.8	4.7	3.1	0.4
Director, Library Services	72.5	23.9	1.6	2.0	76.7	20.1	2.4	0.8
Director, Institutional Research	81.7	13.0	4.3	0.9	80.1	15.6	2.8	1.4
Director, Athletics	97.9	0.7	1.4	0.0	96.4	1.0	2.6	0.0
All Deans	85.1	11.7	2.6	0.6	83.2	12.6	3.4	0.8
Chief Student Affairs Officer	84.9	7.3	7.3	0.5	83.7	9.7	5.8	0.8
Admissions/Registrar/Student Aid	79.4	13.4	5.3	1.9	78.1	14.6	5.1	2.2
Director, Student Placement	83.0	12.6	3.1	1.3	77.1	5.0	15.1	2.8
Director, Student Counseling	80.5	17.0	0.6	1.9	72.6	21.2	4.8	1.4
Director, Student Union	87.2	9.8	2.3	0.8	81.6	11.0	6.7	0.6
Director, Student Housing	82.2	14.4	2.5	0.8	81.1	14.4	4.5	0.0
Development and Public Relations	88.6	8.1	2.8	0.5	84.6	11.7	2.8	0.8
Director, Information Office	71.1	28.1	0.8	0.0	67.9	30.7	1.5	0.0
Director, Community Services	87.0	6.5	4.6	1.9	78.0	14.3	6.6	1.1
Total of Above Positions	84.2%	11.4%	3.4%	1.0%	82.0%	12.6%	4.2%	1.2%

TABLE 29

PERCENTAGE DISTRIBUTIONS BY RACE AND SEX IN 1975-76 AND 1978-79
At Private White Coeducational Institutions

	1975-76				1978-79			
	White Men	White Women	Minority Men	Minority Women	White Men	White Women	Minority Men	Minority Women
Chief Executive Officer	95.7%	3.8%	0.5%	0.0%	95.6%	4.4%	0.0%	0.0%
Chief Planning Officer	95.5	4.5	0.0	0.0	79.4	17.6	2.9	0.0
Chief Business Officer	94.7	4.6	0.7	0.0	94.3	5.7	0.0	0.0
Chief Budget Officer	88.0	12.0	0.0	0.0	96.6	3.4	0.0	0.0
Director, Food Service	73.2	21.4	1.9	3.6	74.5	17.6	3.9	3.9
Purchasing Agent	83.9	12.5	3.6	0.0	79.7	17.6	2.7	0.0
Manager, Bookstore	65.6	34.4	0.0	0.0	52.8	44.1	3.1	0.0
Director, Legal Services*								
Director, Personnel/Human Resources	62.5	30.6	2.8	4.2	58.5	38.5	0.0	3.1
Director, Affirmative Action/ Equal Employment	29.4	23.5	35.3	11.8	22.7	40.9	27.3	9.1
Director, Computer Center	96.3	3.7	0.0	0.0	88.2	7.8	3.9	0.0
Director, Information Systems	86.4	13.6	0.0	0.0	80.0	20.0	0.0	0.0
Comptroller	87.5	10.7	0.9	0.9	83.6	12.7	3.6	0.0
Chief Academic Officer	96.2	3.8	0.0	0.0	88.8	10.5	0.7	0.0
Director, Library Services	66.0	32.7	1.3	0.0	61.1	34.6	2.5	1.9
Director, Institutional Research	86.2	13.8	0.0	0.0	77.8	20.0	2.2	0.0
Director, Athletics	94.4	2.2	3.3	0.0	96.7	2.5	0.8	0.0
All Deans	86.1	12.4	1.4	0.0	83.3	15.0	1.5	0.2
Chief Student Affairs Officer	84.7	10.5	3.2	1.6	83.2	2.5	14.3	0.0
Admissions/Registrar/Student Aid	72.4	24.4	1.8	1.3	71.9	25.3	1.3	1.5
Director, Student Placement	61.4	33.7	2.4	2.4	52.5	43.2	2.5	1.7
Director, Student Counseling	78.6	18.6	2.9	0.0	59.4	35.6	4.0	1.0
Director, Student Union	73.1	23.1	0.0	3.8	68.8	28.1	1.6	1.6
Director, Student Housing	66.7	29.5	3.8	0.0	61.3	36.9	0.0	1.8
Development and Public Relations	88.1	11.5	0.4	0.0	82.1	17.5	0.4	0.0
Director, Information Office	65.6	34.4	0.0	0.0	66.7	33.3	0.0	0.0
Director, Community Services	82.4	5.9	5.9	5.9	58.8	23.5	17.6	0.0
Total of Above Positions	81.3%	16.4%	1.6%	0.7%	77.1%	19.9%	2.3%	0.7%

Note: This table includes clustered positions. See the Methodology section for explanation.
*Too few jobs were held in this position for comparisons to be reliable.

TABLE 30

CHANGES IN PERCENT OF JOBS HELD BETWEEN 1975-76 AND 1978-79 BY POSITION AND POSITION CLUSTER
At Public White Coeducational Institutions

	White Women		Minority Men		Minority Women	
Increases in Job Shares:	Director, Affirmative Action/ Equal Employment	17	Director, Student Counseling	9	Director, Affirmative Action/ Equal Employment	13
	Director, Student Counseling	17	Director, Student Union	8	Director, Student Placement	3
	Dean, Nursing	10	Director, Affirmative Action/ Equal Employment	7	Chief Planning Officer	2
	Chief Student Affairs Officer	9	Director, Computer Center	4	Comptroller	1
	Director, Personnel/Human Resources	8	Director, Student Placement	4	Director, Institutional Research	1
	Director, Information Office	8	Manager, Bookstore	3	Dean, Business	1
	Purchasing Agent	7	Chief Academic Officer	3	Dean, Graduate Programs	1
	Director, Institutional Research	7	Director, Athletics	3	Dean, Social Work	1
	Director, Student Placement	7	Director, Student Housing	3	Chief Student Affairs Officer	1
	Dean, Business	6	Chief Executive Officers	2		
	Director, Community Services	6	Chief Planning Officer	2		
	Director, Information Systems	5	Chief Budget Officer	2		
	Director, Student Union	5	Director, Food Services	2		
	Dean, Graduate Programs	4	Director, Information Systems	2		
	Chief Planning Officer	3	Director, Library Services	2		
	Chief Business Officer	3	Dean, Fine Arts	2		
	Director, Computer Center	3	Dean, Graduate Programs	2		
	Dean, Education	3	Purchasing Agent	1		
	Dean, Music	3	Director, Legal Services	1		
	Manager, Bookstore	2	Comptroller	1		
	Director, Legal Services	2	Dean, Agriculture	1		
	Comptroller	2	Dean, Engineering	1		
	Director, Student Housing	2	Dean, Music	1		
	Director, Athletics	1	Dean, Social Work	1		
	Dean, Social Work	1	Director, Information Office	1		
			Director, Community Services	1		
Stable:			Director, Personnel/Human Resources	0	Director, Food Services	0
			Dean, Vocational Education		Purchasing Agent	
					Chief Academic Officer	
					Dean, Nursing	
					Director, Student Counseling	
					Director, Student Union	
Decreases in Job Shares:	Chief Budget Officer	-1	Chief Business Officer	-1	Director, Legal Services	-1
	Dean, Engineering	-1	Director, Institutional Research	-1	Director, Information Systems	-1
	Dean, Vocational Education	-1	Dean, Business	-1	Dean, Education	-1
	Chief Executive Officers	-2	Dean, Home Economics	-1	Dean, Engineering	-1
	Director, Food Services	-3	Chief Student Affairs Officer	-1	Director, Student Housing	-1
	Dean, Fine Arts	-3	Dean, Education	-4	Director, Community Services	-1
	Chief Academic Officer	-5			Director, Library Services	-3
	Director, Library Services	-10				
	Dean, Home Economics	-11				

TABLE 31

CHANGES IN PERCENT OF JOBS HELD BETWEEN 1975-76 AND 1978-79 BY POSITION AND POSITION CLUSTER
At Private White Coeducational Institutions

	White Women		Minority Men		Minority Women	
Increases in Job Shares:	Manager, Bookstore	24	Chief Student Affairs Officer	19	Director, Library Services	3
	Director, Student Placement	23	Manager, Bookstore	4	Director, Student Housing	2
	Director, Student Counseling	23	Director, Computer Center	4	Director, Legal Services	1
	Director, Student Housing	18	Comptroller	3	Director, Student Counseling	1
	Chief Academic Officer	11	Director, Library Services	2		
	Purchasing Agent	6	Dean, Social Work	2		
	Director, Library Services	6	Director, Student Counseling	2		
	Director, Student Union	6	Director, Community Service	2		
	Chief Planning Officer	5	Chief Planning Officer	1		
	Director, Affirmative Action/ Equal Employment	5	Director, Food Services	1		
	Director, Computer Center	5	Chief Academic Officer	1		
	Director, Institutional Research	5	Director, Institutional Research	1		
	Director, Personnel/Human Resources	3	Dean, Law	1		
	Director, Community Services	3	Director, Student Placement	1		
	Chief Executive Officer	2	Director, Student Union	1		
	Chief Business Officer	2				
	Director, Information Systems	2				
	Comptroller	2				
	Dean, Home Economics	2				
	Dean, Nursing	2				
	Director, Athletics	1				
	Dean, Business	1				
	Director, Information Office	1				
Stable:	Director, Legal Services	0	Purchasing Agent	0	Director, Food Services	0
	Dean, Education		Director, Affirmative Action/ Equal Employment		Director, Affirmative Action/ Equal Employment	
			Dean, Business		Director, Student Placement	
			Dean, Graduate Programs			
Decreases in Job Shares:	Dean, Social Work	-1	Chief Executive Officer	-1	Director, Personnel/ Human Resources	-1
	Chief Budget Officer	-2	Chief Business Officer	-1	Comptroller	-1
	Dean, Fine Arts	-2	Director, Personnel/ Human Resources	-2	Director, Student Union	-1
	Dean, Graduate Programs	-2	Director, Athletics	-2	Director, Community Service	-1
	Director, Food Services	-3	Director, Student Housing	-3	Chief Student Affairs Officer	-2
	Chief Student Affairs Officer	-9				

Minority men made the greatest gain in share of jobs as Chief Student Affairs Officer. Minority women made no substantial gains or losses.

Job concentration changed for some. One of the intentions of affirmative action is to open up new opportunities for the employment of women and minorities rather than limiting them to the same stereotyped positions. If this was in fact happening, there should have been a trend away from a high concentration of women and minorities in a few jobs.

For white women in public white coeducational institutions, this appeared to be true. In 1975, white women were concentrated in eight positions that accounted for almost 62 percent of all jobs held by white women. In 1978, white women were concentrated in only seven of those eight positions, accounting for 54 percent of all jobs they held (Table 32 on page 34).

For white women in private coeducational institutions, a similar pattern can be seen. In 1975, 60.5 percent were concentrated in seven positions, and in 1978, 56.8 percent were concentrated into six positions. However, for the five positions in which there was a high concentration at both points in time, the level of concentration increased slightly (47.4 percent to 49.1 percent).

Minority women in public white coeducational institutions became more concentrated in certain positions (55.8 percent to 65.0 percent in four positions). In fact, the position with the highest concentration in 1975 -- Director of Affirmative Action/Equal Employment -- had an even higher concentration in 1978 (30.2 percent to 45.6 percent).

Minority men were less concentrated in certain positions in both public and private white coeducational institutions. In the public sector, they went from almost 44 percent in four positions to 34 percent in four positions. In the private sector, they shifted from 80 percent in ten positions to 69 percent in seven positions. However, in four positions, the concentration went from 40 percent to 52 percent.

New jobs became available. The total number of jobs reported in 1978 exceeded the total number reported in 1975 within the matched positions. Since these were apparently new positions rather than old positions refilled, they should not have had a stereotyped image from a previous position holder, and, therefore should have been more available to women and minorities.

The overall increase in the number of jobs was 11 percent, or 1,008 new positions. Of this, white men were hired to fill 45 percent of the openings, white women received about 39 percent of the new positions, and minority men were hired into 12 percent of the jobs. Minority women were hired into only 4 percent of the newly offered positions (Table 33).

TABLE 33

DISTRIBUTION OF NEW POSITIONS FILLED* IN THE 1978-79 SUBSET

	Number	Percent
White Men	452	44.8
White Women	396	39.3
Minority Men	122	12.1
Minority Women	38	3.8
Total	1,008	100.0

*Figures include only those new job openings in matched positions, so that the new job titles added in 1978 did not inflate these figures.

In white coeducational institutions, white men received at least half, and often well over half, of the new openings except in external affairs at public schools and in academic affairs at private schools (Table 34). White men were employed in a large proportion of the new openings in four of the five position groupings at public institutions, gaining as much as 75 percent of the newly offered administrative affairs jobs. At private institutions, white men dominated the newly offered chief executive jobs, receiving 91 percent of those positions, and gained 61 percent of the new administrative affairs jobs.

White women received a substantial proportion of the gross gain in jobs in only one of the five position groupings at public white coeducational institutions. They were hired to fill about half of the new external affairs positions. White women did better at private institutions. Almost 65 percent of the new academic affairs positions at white coeducational schools were filled by white women. They also received 47 percent of the new external affairs jobs and 43 percent of the new student affairs jobs at these private institutions.

TABLE 32

JOB CONCENTRATION BY RACE AND SEX IN 1975-76 AND 1978-79

Public White Coeducational Institutions

White Women

1975-76 (n=527)			1978-79 (n=636)		
	Percent	Cumulative		Percent	Cumulative
Director, Library Services	11.4	11.4	Dean, Nursing	11.0	11.0
Dean, Nursing	11.4	22.8	Manager, Bookstore	8.8	19.8
Manager, Bookstore	10.2	33.0	Director, Library Services	7.9	27.7
Dean, Home Economics	6.6	39.6	Director, Affirmative Action/ Equal Employment	7.1	34.8
Director, Information Office	6.5	46.1	Director, Student Counseling	6.9	41.7
Director, Personnel/ Human Resources	5.3	51.4	Director, Information Office	6.6	48.3
Director, Affirmative Action/ Equal Employment	5.3	56.7	Director, Personnel/ Human Resources	5.7	54.0
Director, Student Counseling	5.1	61.8			

Minority Men

1975-76 (n=146)			1978-79 (n=208)		
Director, Affirmative Action/ Equal Employment	18.5	18.5	Director, Affirmative Action/ Equal Employment	16.3	16.3
Chief Student Affairs Officer	11.0	29.5	Chief Student Affairs Officer	7.2	23.5
Director, Personnel/ Human Resources	7.5	37.0	Director, Personnel/ Human Resources	5.3	28.8
Dean, Education	6.8	43.8	Director, Student Union	5.3	34.1

Minority Women

1975-76 (n=43)			1978-79 (n=57)		
Director, Affirmative Action/ Equal Employment	30.2	30.2	Director, Affirmative Action/ Equal Employment	45.6	45.6
Director, Library Services	11.6	41.8	Director, Student Placement	8.8	54.4
Dean, Nursing	7.0	48.8	Dean, Nursing	5.3	59.7
Director, Student Counseling	7.0	55.8	Director, Student Counseling	5.3	65.0

Private White Coeducational Institutions

White Women

1975-76 (n=327)			1978-79 (n=466)		
Director, Library Services	15.3	15.3	Manager, Bookstore	12.0	12.0
Manager, Bookstore	9.8	25.1	Director, Library Services	12.0	24.0
Director, Student Placement	8.6	33.7	Director, Student Placement	10.9	34.9
Director, Student Housing	7.0	40.7	Director, Student Housing	8.8	43.7
Director, Personnel/ Human Resources	6.7	47.4	Director, Student Counseling	7.7	51.4
Director, Information Office	6.7	54.1	Director, Personnel/ Human Resources	5.4	56.8
Dean, Nursing	6.4	60.5			

Minority Men

1975-76 (n=35)			1978-79 (n=71)		
Director, Affirmative Action/ Equal Employment	17.1	17.1	Chief Student Affairs Officer	32.4	32.4
Chief Student Affairs Officer	11.4	28.5	Director, Affirmative Action/ Equal Employment	8.5	40.9
Director, Athletics	8.6	37.1	Manager, Bookstore	5.6	46.5
Director, Student Housing	8.6	45.7	Director, Computer Center	5.6	52.1
Purchasing Agent	5.7	51.4	Comptroller	5.6	57.7
Director, Personnel/ Human Resources	5.7	57.1	Director, Library Services	5.6	63.3
Director, Library Services	5.7	62.8	Director, Student Counseling	5.6	68.9
Dean, Business	5.7	68.5			
Director, Student Placement	5.7	74.2			
Director, Student Counseling	5.7	79.9			

Minority Women

1975-76 (n=15)			1978-79 (n=16)		
Director, Personnel/ Human Resources	20.0	20.0	Director, Library Services	18.9	19.9
Director, Food Services	13.3	33.3	Director, Food Services	12.5	31.3
Director, Affirmative Action/ Equal Employment	13.3	46.6	Director, Personnel/ Human Resources	12.5	43.8
Chief Student Affairs Officer	13.3	59.9	Director, Affirmative Action/ Equal Employment	12.5	56.3
Director, Student Placement	13.3	73.2	Director, Student Placement	12.5	68.8
Director, Student Union	13.3	86.5	Director, Student Housing	12.5	81.3
Comptroller	6.7	93.2	Director, Legal Services	6.5	87.6
Director, Community Service	6.7	99.9	Director, Student Counseling	6.3	93.9
			Director, Student Union	6.3	100.2

TABLE 34

PERCENTAGE DISTRIBUTION OF THE INCREASE IN JOBS BY ADMINISTRATIVE GROUPING 1975 - 1978

White Coeducational Institutions	Chief Executives	Administrative Affairs	Academic Affairs	Student Affairs	External Affairs
Public					
White Men	71.4	74.5	57.1	59.1	45.0
White Women	0.0	11.5	27.3	26.3	50.5
Minority Men	28.6	10.2	15.6	12.1	3.6
Minority Women	0.0	3.8	0.0	2.6	0.9
Private					
White Men	90.9	61.2	16.7	56.4	50.0
White Women	9.1	29.0	64.3	42.8	46.7
Minority Men	0.0	9.8	9.5	0.0	3.3
Minority Women	0.0	0.0	9.5	0.8	0.0
Private Women's Colleges					
White Men	0.0	72.0	18.2	15.4	15.8
White Women	100.0	24.0	72.7	80.8	84.2
Minority Men	0.0	0.0	9.1	0.0	0.0
Minority Women	0.0	4.0	0.0	3.8	0.0
Minority Institutions					
White Men	0.0	0.0	40.0	0.0	0.0
White Women	0.0	0.0	20.0	0.0	0.0
Minority Men	80.0	79.5	0.0	100.0	0.0
Minority Women	20.0	20.5	40.0	0.0	100.0

Minority women benefited very little from the increase in the total number of top-level administrative jobs at white coeducational institutions, either in the public or private sectors, with the exception of academic affairs jobs at private institutions.

Minority men did better at the public white coeducational institutions than at the private ones. They received close to 30 percent of the new chief executive openings and 16 percent of the new academic affairs jobs in the public sector. Their gain was comparatively small at private white coeducational institutions, with a gain of 10 percent of the new administrative affairs jobs and 10 percent of the new academic affairs jobs.

At private women's colleges, white women received most of the increase in jobs, except in administrative affairs positions, in which white men gained the majority of new jobs (72 percent). Minorities did not fare well at these schools; their only substantial gain was in academic affairs, where almost 10 percent of the new positions were filled by minority men.

In minority institutions, all new positions except academic affairs positions were filled by minorities only. Sixty percent of the new positions in academic affairs went to white men and women.

SECTION THREE: THE FIVE HYPOTHESES

INTRODUCTION

When the 1975 study of Women and Minorities in Administration was published, it did not indicate that substantial progress had been made in the hiring of women and minorities. Sections one and two of this report do not indicate that great progress had been made by 1978. However, in response to the original report, explanations were offered as justifications for that lack of progress.

In this analysis, we have synthesized those explanations and stated them as hypotheses that could be subjected to empirical testing. These hypotheses are:

H1: *Less time in the position.* Lower salaries are paid to women because they have been on the job shorter lengths of time.

H2: *Inside hiring.* Women's salaries are lower than men's because women are more often hired from inside the institutions. Employment from the outside would provide a labor market test of salaries that could be earned in alternative jobs.

H3: *Financial exigency.* Little progress toward affirmative action goals can be made because institutions are in financially exigent circumstances and do not have the money.

H4: *Retrenchment.* Stable or declining employment in higher education institutions precludes achieving affirmative action goals through employment growth, and it will take a long time to make progress on the basis of increased shares of replacement employment.

H5: *Low turnover.* During these times of relatively tight academic labor markets, senior positions do not turn over very rapidly. Without growth or turnover in employment, there is no opportunity to hire women or minorities, and little progress can be made.

H1: LESS TIME IN THE POSITION

Lower salaries are paid to women because they have been on the job shorter lengths of time. An assumption long used to explain the differences between the salaries paid to men and women for the same job is that women were receiving less because, on the average, they had not been on the job as long as their male counterparts. To test this theory, CUPA added a question to the 1978-79 survey requesting the number of years each incumbent had held his or her current job.

The limitations to such an approach should be emphasized. Factors influencing salary may include the employment history of an administrator, in addition to the length of time on a specific job. However, employment history could not be examined with the available data. Nonetheless, because salaries are set, within limits, by the position rather than by the individual, years on the job should correlate with a gradual increase in salary.

Table 35 and Graph 6 compare the salary ratio with the difference in the average number of years on the job for white women and men in 42 administrative, student, and external affairs positions.* The salary figure used represents the proportion of the white men's salary that women in the same job were receiving. The difference in the average years on the job indicates the average num-

*These positions are more alike in nature across institutions than are chief executive or academic affairs positions, and offer greater opportunity for comparisons not affected by individual administrators' characteristics.

TABLE 35

DIFFERENCE IN YEARS ON THE JOB AND WOMEN'S SALARY RATIOS FOR ADMINISTRATIVE, STUDENT, AND EXTERNAL AFFAIRS OFFICERS

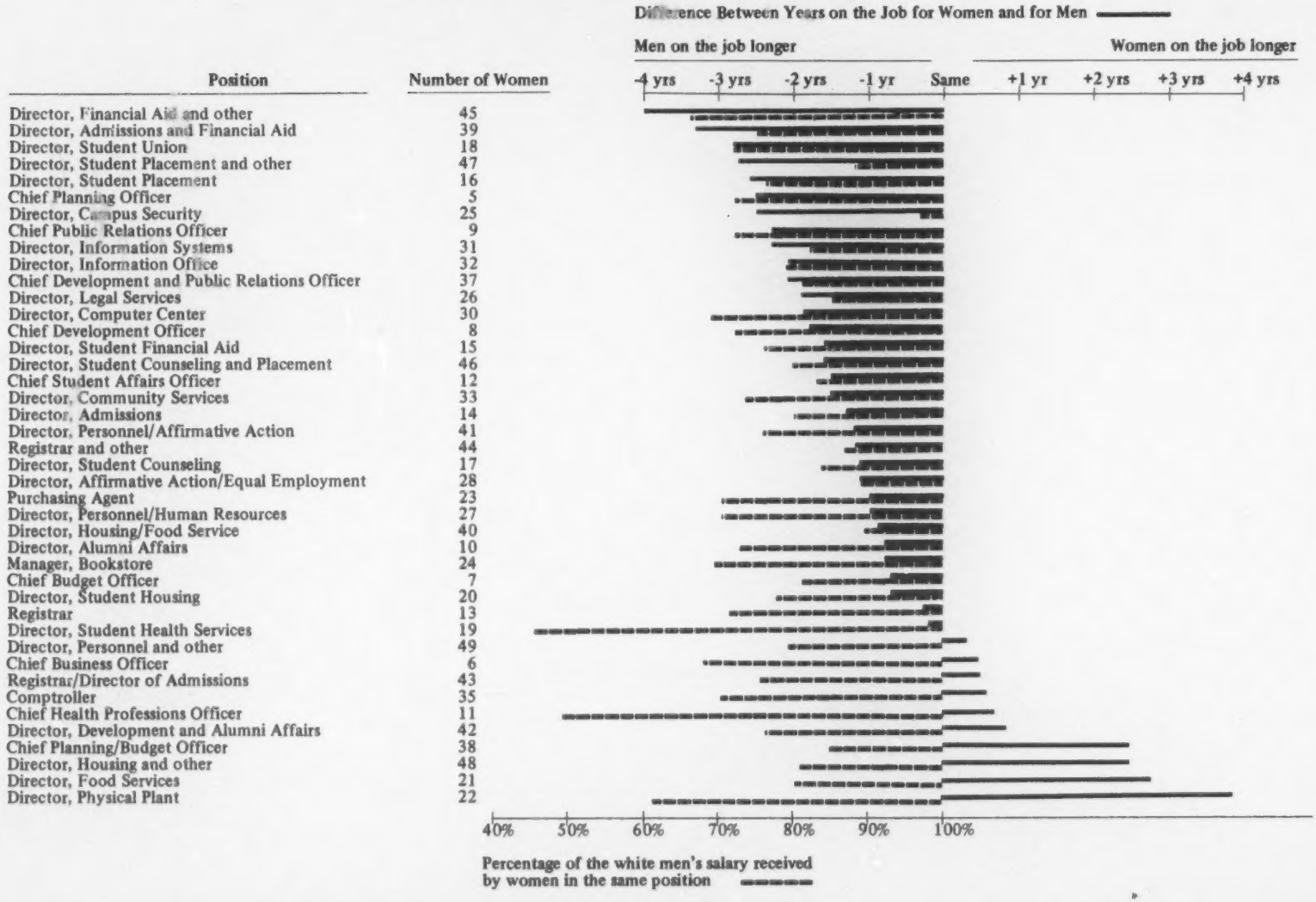
Difference in Years on the Job*	Ratio of Women's Average Salaries to Men's
-4.0	.66
-3.3	.73
-2.8	.72
-2.8	.88
-2.6	.76
-2.5	.72
-2.5	.97
-2.3	.72
-2.3	.82
-2.1	.78
-2.1	.81
-1.9	.85
-1.9	.69
-1.8	.72
-1.6	.76
-1.6	.80
-1.5	.82
-1.5	.74
-1.3	.80
-1.2	.76
-1.2	.87
-1.1	.84
-1.1	.89
-1.0	.70
-1.0	.70
-0.9	.89
-0.8	.73
-0.8	.69
-0.7	.81
-0.7	.78
-0.3	.71
-0.3	.46
0.3	.79
0.5	.68
0.5	.75
0.6	.70
0.8	.49
0.9	.76
2.5	.85
2.5	.80
2.8	.80
3.9	.61

* Difference in years on the job is the difference between the average years on the job for women and for men. Positive values indicate the average number of years women have been on the job longer than men for a given position.

Average salary of men = 1.00

GRAPH 6

YEARS ON THE JOB AND WOMEN'S SALARIES AS PERCENTAGES OF MEN'S SALARIES FOR ADMINISTRATIVE, STUDENT, AND EXTERNAL AFFAIRS POSITIONS



Position	Number of Women
Director, Financial Aid and other	45
Director, Admissions and Financial Aid	39
Director, Student Union	18
Director, Student Placement and other	47
Director, Student Placement	16
Chief Planning Officer	5
Director, Campus Security	25
Chief Public Relations Officer	9
Director, Information Systems	31
Director, Information Office	32
Chief Development and Public Relations Officer	37
Director, Legal Services	26
Director, Computer Center	30
Chief Development Officer	8
Director, Student Financial Aid	15
Director, Student Counseling and Placement	46
Chief Student Affairs Officer	12
Director, Community Services	33
Director, Admissions	14
Director, Personnel/Affirmative Action	41
Registrar and other	44
Director, Student Counseling	17
Director, Affirmative Action/Equal Employment	28
Purchasing Agent	23
Director, Personnel/Human Resources	27
Director, Housing/Food Service	40
Director, Alumni Affairs	10
Manager, Bookstore	24
Chief Budget Officer	7
Director, Student Housing	20
Registrar	13
Director, Student Health Services	19
Director, Personnel and other	49
Chief Business Officer	6
Registrar/Director of Admissions	43
Comptroller	35
Chief Health Professions Officer	11
Director, Development and Alumni Affairs	42
Chief Planning/Budget Officer	38
Director, Housing and other	48
Director, Food Services	21
Director, Physical Plant	22

ber of years women had been on the job minus the average number of years for men. Thus, a negative value indicates that, on the average, women had held the job a shorter time than men.

No relationship could be identified between these two variables (r=.09; the relationship was not statistically significant). In other words, the number of years on the job did not make a difference in the proportion of the white men's salary paid to female employees.

Even for positions in which women had been on the job longer than men, the women were paid only 50 percent to 85 percent of the salary received by men in those same positions.

H2: INSIDE HIRING

Women's salaries are lower than men's because women are more often hired from inside the institutions. Employment from outside would provide a labor market test of salaries that could be earned in alternative jobs. This hypothesis poses two different claims: 1) individuals recruited from outside the institution command higher salaries, and 2) women are hired from within the institution more frequently than from outside.

Because academe functions somewhat differently than the profit-making sector with regard to attracting potential employees, it is difficult to assess the salary potential within the labor market without surveying institutions with similar structure, curriculum emphasis, and research emphasis. As a proxy for these surveys, we have divided the institutions in the sample into 12 groups based on the Carnegie Classification System, which takes these concerns into account. Because in-depth comparative salary information was not available, we analyzed the data in general terms in order to evaluate the hypothesis as a viable reason for salary differences.

A comparison of the mean salaries paid to men and women at the 12 different types of institutions yielded little indication that those recruited from outside the institution necessarily commanded higher salaries (Table 36). Among both male and female employees, those hired from outside made a higher average salary at approximately one half of the school types. Those hired from within the organization were earning higher salaries at the other half of the schools.

There is some support for the notion that women are hired from within the institution more often than men. In eight of the 12 school types, more than half of the female employees were hired from inside the school. In contrast, only three of the school types hired more than half of their male employees from inside. Consistent with this pattern, at 11 of the school types women were transfered from another job within the institution more frequently than men were.

Whether an employee was hired from inside or outside did not appear to influence salary level. Although women tended to be promoted from inside an institution and men tended to be hired from the outside labor market, this does not appear to explain the overwhelming evidence that women were receiving lower salaries than men.

H3: FINANCIAL EXIGENCY

Little progress toward affirmative action goals can be made because institutions are in financially exigent circumstances and they do not have the money. If it is true that postsecondary institutions were unable to hire new female employees or increase the salaries paid to women because of financial exigency, then it should follow that they were also unable to hire new male employees. It should also follow that the existing salary gap would remain stable rather than increasing or decreasing.

To test this hypothesis, a measure of the financial status of institutions developed by the Financial Measures Project of the Division of Policy Analysis and Research, American Council on Education, was used. Apparent financial condition was estimated by the cumulative budget surpluses based on the school's debt position and endowment. This measure takes into account the real financial exigency problems, rather than the more fluctuating annual revenue and expenditure figures. As public and private institutions have different legal constraints on allowable surplus, the public and private institutions were grouped separately into quintiles in order to compare employment patterns and salary levels. Public and private institutions were ranked from least stable to most stable.

Table 37 and 38 indicate, in percentages, the increase in jobs for white men, white women, and minorities within each financial status group. With the exception of external affairs officers, men gained a larger proportion of the increase in jobs under each position grouping in the public sector. In all financial status ranks, men gained a larger portion of the increase in jobs than women. These findings were consistent for both public and private institutions, except that in private institutions women gained a larger proportion of the increase in academic affairs positions, as well as a substantial proportion of the increase in external affairs positions. In addition, in both public and private

TABLE 36

MEAN SALARIES BY SEX AND RECRUITMENT FOR TWELVE SCHOOL TYPES

Institutions		Recruitment From Within		Recruitment From Outside		Percent Recruited
White Coeducational	Sex	Salary	Number Recruited	Salary	Number Recruited	From Within
Public Research Universities	Men	$35,444	1,606	$36,036	1,298	55
Carnegie Code 1.0	Women	29,324	134	32,930	121	53
Public Comprehensive Institutions	Men	$28,282	2,345	$27,286	2,554	48
Carnegie Code 2.0	Women	21,559	449	22,240	317	59
Public Liberal Arts Colleges	Men	$24,938	28	$25,664	28	50
Carnegie Code 3.0	Women	17,730	9	22,988	8	53
Public Two-Year Institutions	Men	$25,856	1,885	$24,666	2,191	46
Carnegie Code 4.0	Women	20,251	557	18,064	522	52
Public Special Schools	Men	$34,193	233	$31,676	290	45
Carnegie Code 5.0	Women	29,122	53	25,312	41	56
Private Research Universities	Men	$37,238	603	$37,437	477	56
Carnegie Code 1.0	Women	25,892	98	27,302	52	65
Private Comprehensive Institutions	Men	$25,785	1,095	$25,110	1,325	45
Carnegie Code 2.0	Women	18,246	289	17,111	255	53
Private Liberal Arts Colleges	Men	$21,060	970	$21,394	1,509	39
Carnegie Code 3.0	Women	15,051	414	14,222	429	49
Private Two-Year Institutions	Men	$18,410	127	$18,679	194	40
Carnegie Code 4.0	Women	13,349	64	12,918	85	43
Private Public Schools	Men	$25,862	317	$22,717	542	37
Carnegie Code 5.0	Women	15,138	130	15,290	172	43
All Single Sex						
	Men	$22,674	183	$23,361	376	33
	Women	17,903	305	17,298	351	46
All Minority						
	Men	$23,627	362	$23,363	404	47
	Women	19,021	194	16,775	107	64

Note: Data are from the 1978-79 full sample.

TABLE 37

PERCENTAGE DISTRIBUTION OF GROSS INCREASE IN ADMINISTRATIVE JOBS
AT PUBLIC WHITE COEDUCATIONAL INSTITUTIONS GROUPED BY FINANCIAL STATUS

	Financial Status 1 (Least Stable)			Financial Status 2			Financial Status 3			Financial Status 4			Financial Status 5 (Most Stable)			All Public		
Position Grouping	White Men	White Women	Minority	White Men	White Women	Minority	White Men	White Women	Minority	White Men	White Women	Minority	White Men	White Women	Minority	White Men	White Women	Minority
Chief Executive Officers	90	0	10	67	0	33	0	0	0	0	100	0	0	0	0	71	*	29
Administrative Affairs Officers	82	6	12	60	22	18	71	8	21	88	6	6	60	20	20	75	12	14
Academic Affairs Officers	94	0	6	0	71	29	0	75	25	87	0	13	59	37	5	57	27	16
Student Affairs Officers	69	24	8	69	13	18	51	29	19	38	29	33	43	43	14	59	26	15
External Affairs Officers	30	57	13	51	41	8	42	54	4	42	50	8	57	43	0	45	51	5
Average	77	13	10	53	31	17	51	28	21	77	13	9	59	33	8	64	23	13

*Overall decrease in positions was greater than increase.

TABLE 38

PERCENTAGE DISTRIBUTION OF GROSS INCREASE IN ADMINISTRATIVE JOBS
AT PRIVATE WHITE COEDUCATIONAL INSTITUTIONS GROUPED BY FINANCIAL STATUS

	Financial Status 1 (Least Stable)			Financial Status 2			Financial Status 3			Financial Status 4			Financial Status 5 (Most Stable)			All Public		
Position Grouping	White Men	White Women	Minority	White Men	White Women	Minority	White Men	White Women	Minority	White Men	White Women	Minority	White Men	White Women	Minority	White Men	White Women	Minority
Chief Executive Officers	0	0	0	57	43	0	100	0	0	100	0	0	100	0	0	91	9	0
Administrative Affairs Officers	73	0	27	53	36	11	17	52	30	70	30	0	85	13	2	61	29	10
Academic Affairs Officers	25	75	0	70	20	10	0	69	31	0	60	40	13	75	13	17	64	19
Student Affairs Officers	56	28	17	55	43	1	62	38	0	57	42	2	44	50	6	56	43	1
External Affairs Officers	30	70	0	58	40	3	44	48	7	35	59	6	62	38	0	50	47	3
Average	58	57	5	56	39	5	48	46	7	54	45	1	61	35	4	56	40	4

white coeducational institutions, minorities received the smallest overall proportion of the increase in positions.

As shown in Tables 39 and 40, the average salary paid to both men and women in 1978-79 was higher than their respective salaries in 1975-76. In many cases the women's salaries showed larger relative gains than did the men's. However, in almost all cases, women were still earning less than men in the same position.

Tables 41 and 42 indicate that the gap between men's and women's average salaries was, for the most part, shrinking. This pattern was uniform across all the financial status groupings. The gap appeared to be narrowing the most among chief executive officers in public institutions.

Based on the above findings, the exigent financial circumstances of many institutions were not an adequate explanation of the difference between men's and women's employment and salary status in higher education administration. Institutions in all the financial status groups had been hiring, and they had been hiring men more often than women. The salaries of both men and women had been increasing, and the gap between men's and women's salaries was getting smaller. However, neither of these trends appeared to be related to the financial condition of the institutions.

H4: RETRENCHMENT

Stable or declining employment in higher education institutions precludes achieving affirmative action goals through employment growth, and it will take a long time to make progress on the basis of increased shares of replacement employment. Information on total administrative employment in higher education is not available. However, it is reasonable to assume that there is a consistent relationship between employment and enrollment, as sufficiently increased enrollment requires both an increase in faculty and an increase in administrative staff. Also, increased enrollment places more demand on administrative staff, such as financial aid officers and others directly related to student services. Thus, for this analysis the institutions were grouped by enrollment growth rates using data developed by the ACE-NES Joint Study of Enrollment Trends.* These groupings were used to compare the levels of performance of the institutions. The assumption was that enrollment growth and success in achieving affirmative action goals would be positively correlated.

To test the hypothesis, colleges and universities were divided into five categories based on growth or decline of enrollments. Ratios were obtained by dividing the mean salary for each sex and year by the 1975 mean salary for white men in the same type of institution. The results, as reported in Tables 43 through 48, indicate that there is little or no relationship between enrollment growth and progress toward affirmative action goals.

Regardless of the change in enrollment, the increase in jobs was consistently higher for men than for women (Tables 43 and 44). The only exception to this in the public sector was for academic affairs officers and external affairs officers in the growth rate categories of -.5 percent to -.001 percent and 5 percent or greater. In the private institutions, academic affairs officer was the only position grouping in which women gained a higher proportion of the increase in jobs than men gained.

Table 45 and 46 indicate, with few exceptions, that enrollment growth rates do not affect changes in mean salaries. In almost all instances, women's salaries have shown a greater percentage change than men's salaries in the same position. Although women are still making less than men in the same position, the gap appears to have lessened in most cases between 1975-76 and 1978-79 (Tables 47 and 48). This change in the gap, however, is not related to the increase or decrease in enrollment.

H5: LOW TURNOVER

During these times of relatively tight academic labor markets, senior positions do not turn over very rapidly. Without employment growth or turnover in existing employment there is no opportunity to hire women or minorities, and little progress can be made. Turnover rates and newly offered positions are reported annually by the National Center for Education Statistics as a single statistic.** This represents the rate at which either jobs changed hands or new positions were created. It is an indicator of the availability of job openings over a specific year.

*The final report of this project, *Trends and Patterns: A Study of Enrollments in Higher Education*, 1970-79 is available from ACE.

**_Education Directory_, Colleges and Universities, National Center for Education Statistics, Table 8A "Rate of Turnover of Selected Administrative Staff in Institutions of Higher Education and Branches, by Level and Control of Institution and Administrative Title: Aggregate United States."

TABLE 39

PERCENT CHANGE IN WHITE MEN'S AND WHITE WOMEN'S MEAN SALARIES
AT PUBLIC WHITE COEDUCATIONAL INSTITUTIONS GROUPED BY FINANCIAL STATUS

	Financial Status 1 (Least Stable)			Financial Status 2			Financial Status 3			Financial Status 4			Financial Status 5 (Most Stable)		
Position Grouping	Men % Change	Women % Change	% of Base	Men % Change	Women % Change	% of Base	Men % Change	Women % Change	% of Base	Men % Change	Women % Change	% of Base	Men % Change	Women % Change	% of Base
Chief Executive Officers	13	43	79	18	0	121	22	0	0	16	0	0	21	0	114
Administrative Affairs Officers	16	39	58	16	37	60	15	18	70	14	25	62	15	26	56
Academic Affairs Officers	17	7	80	17	26	83	25	24	81	20	17	86	21	24	76
Student Affairs Officers	12	28	68	17	22	83	19	19	78	18	26	82	18	15	79
External Affairs Officers	8	3	72	13	8	80	13	30	63	21	6	76	6	28	58

Base is the white men's 1975-76 mean salary for each position.

Percent of Base is the white women's 1975-76 mean salary for each position as a percentage of the Base.

Percent Change is the difference in white women's average salaries between 1975-76 and 1978-79 as a percentage of the white women's 1975-76 average salary for each position.

TABLE 40

PERCENT CHANGE IN WHITE MEN'S AND WHITE WOMEN'S MEAN SALARIES
AT PRIVATE WHITE COEDUCATIONAL INSTITUTIONS GROUPED BY FINANCIAL STATUS

	Financial Status 1 (Least Stable)			Financial Status 2			Financial Status 3			Financial Status 4			Financial Status 5 (Most Stable)		
Position Grouping	Men % Change	Women % Change	% of Base	Men % Change	Women % Change	% of Base	Men % Change	Women % Change	% of Base	Men % Change	Women % Change	% of Base	Men % Change	Women % Change	% of Base
Chief Executive Officers	26	0	0	25	38	66	17	0	54	19	9	82	20	0	0
Administrative Affairs Officers	20	38	65	20	21	64	15	14	64	16	9	62	12	24	62
Academic Affairs Officers	25	16	83	20	31	64	17	19	81	26	32	62	24	28	66
Student Affairs Officers	15	16	74	17	16	79	20	14	80	18	20	69	24	21	68
External Affairs Officers	17	45	68	14	20	63	6	16	62	2	-2	61	8	25	53

Base is the white men's 1975-76 mean salary for each position.

Percent of Base is the white women's 1975-76 mean salary for each position as a percentage of the Base.

Percent Change is the difference in white women's average salaries between 1975-76 and 1978-79 as a percentage of the white women's 1975-76 average salary for each position.

TABLE 41

SALARY RATIOS AND CHANGES IN THE GAP FOR WHITE WOMEN AT PUBLIC WHITE COEDUCATIONAL INSTITUTIONS GROUPED BY FINANCIAL STATUS

Position Grouping		Financial Status 1 (Least Stable)		Financial Status 2		Financial Status 3		Financial Status 4		Financial Status 5 (Most Stable)	
		Women's Salary Ratio	Change in Gap	Women's Salary Ratio	Change in Gap	Women's Salary Ratio	Change in Gap	Women's Salary Ratio	Change in Gap	Women's Salary Ratio	Change in Gap
Chief Executive Officers	1978	1.00	+.21	0	-1.21	0	0	1.12	+1.12	0	-1.14
	1975	.79		1.21		0		0		1.14	
Administrative Affairs Officers	1978	.69	+.11	.71	+.11	.72	.68	.68	+.06	.61	+.05
	1975	.58		.60		.70		.62		.56	
Academic Affairs Officers	1978	.73	-.07	.90	+.07	.81	0	.84	-.02	.78	+.02
	1975	.80		.83		.81		.86		.76	
Student Affairs Officers	1978	.78	+.10	.87	+.04	.78	0	.88	+.02	.77	-.02
	1975	.68		.83		.78		.82		.79	
External Affairs Officers	1978	.69	-.6	.76	-.04	.73	+.10	.66	-.10	.70	+.12
	1975	.73		.80		.63		.76		.58	

Note: Figures represent the white women's salary as a ratio of white men's in each given year. The gap change is the difference between the figures -- positive values indicate a shrinking gap.

TABLE 42

SALARY RATIOS AND CHANGES IN THE GAP FOR WHITE WOMEN AT PRIVATE WHITE COEDUCATIONAL INSTITUTIONS GROUPED BY FINANCIAL STATUS

Position Grouping		Financial Status 1 (Least Stable)		Financial Status 2		Financial Status 3		Financial Status 4		Financial Status 5 (Most Stable)	
		Women's Salary Ratic	Change in Gap	Women's Salary Ratio	Change in Gap	Women's Salary Ratio	Change in Gap	Women's Salary Ratio	Change in Gap	Women's Salary Ratio	Change in Gap
Chief Executive Officers	1978	0	0	.73	+.07	0	-.54	.75	-.07	0	0
	1975	0		.66		.54		.82		0	
Administrative Affairs Officers	1978	.74	+.09	.64	0	.64	0	.58	-.04	.69	+.07
	1975	.65		.64		.64		.62		.62	
Academic Affairs Officers	1978	.77	-.06	.70	+.06	.72	+.01	.65	+.03	.68	+.02
	1975	.83		.64		.71		.62		.66	
Student Affairs Officers	1978	.74	0	.78	-.01	.77	-.03	.70	+.01	.67	-.01
	1975	.74		.79		.80		.69		.68	
External Affairs Officers	1978	.84	+.16	.67	+.04	.67	+.05	.59	-.02	.62	+.09
	1975	.68		.63		.62		.61		.53	

Note: Figures represent the white women's salary as a ratio of white men's in each given year. The gap change is the difference between the figures -- positive values indicate a shrinking gap.

TABLE 43

PERCENTAGE DISTRIBUTION OF GROSS INCREASE IN ADMINISTRATIVE JOBS
AT PUBLIC WHITE COEDUCATIONAL INSTITUTIONS GROUPED BY ENROLLMENT GROWTH RATE

	Enrollment Growth Rate																	
	Less Than -.5%			-5% to -.001%			0 to 1.999%			2 to 4.999%			5% or Greater			All Public		
Position Grouping	White Men	White Women	Minorities	White Men	White Women	Minorities	White Men	White Women	Minorities	White Men	White Women	Minorities	White Men	White Women	Minorities	White Men	White Women	Minorities
Chief Executive Officers	0	0	0	100	0	0	0	100	0	0	0	100	83	0	17	71	0	29
Administrative Affairs Officers	0	0	100	58	21	21	73	8	19	76	11	13	79	11	10	75	12	14
Academic Affairs Officers	0	0	100	8	77	23	100	0	0	77	20	3	0	58	42	57	27	16
Student Affairs Officers	0	0	0	42	31	27	55	23	23	69	22	10	55	30	15	59	26	15
External Affairs Officers	100	0	0	22	61	17	67	33	0	64	31	5	0	95	5	45	51	5
Average	0*	0	0*	40	40	19	79	7	14	78	12	10	53	31	16	64	23	13

*No overall increase in number

TABLE 44

PERCENTAGE DISTRIBUTION OF GROSS INCREASE IN ADMINISTRATIVE JOBS
AT PRIVATE WHITE COEDUCATIONAL INSTITUTIONS GROUPED BY ENROLLMENT GROWTH RATE

	Enrollment Growth Rate																	
	Less Than -.5%			-5% to -.001%			0 to 1.999%			2 to 4.999%			5% or Greater			All Private		
Position Grouping	White Men	White Women	Minorities	White Men	White Women	Minorities	White Men	White Women	Minorities	White Men	White Women	Minorities	White Men	White Women	Minorities	White Men	White Women	Minorities
Chief Executive Officers	0	0	0	88	13	0	0	100	0	100	0	0	83	17	0	91	9	0
Administrative Affairs Officers	0	50	50	59	31	11	100	0	0	56	37	8	57	26	17	61	29	10
Academic Affairs Officers	0	100	0	84	16	0	0	86	14	0	57	43	0	0	100	17	64	19
Student Affairs Officers	88	13	0	61	39	0	20	80	0	63	33	3	60	38	2	56	43	1
External Affairs Officers	78	22	0	32	65	3	95	0	5	41	60	0	38	52	10	50	47	3
Average	61	35	4	62	36	2	43	52	0*	54	41	5	50	40	10	56	40	4

*No overall increase in number

TABLE 45

PERCENT CHANGE IN WHITE MEN'S AND WHITE WOMEN'S MEAN SALARIES
AT PUBLIC WHITE COEDUCATIONAL INSTITUTIONS GROUPED BY ENROLLMENT GROWTH RATE

	Enrollment Growth Rate														
	Less Than -.5%			-.5% to -.001%			0 to 1.999%			2 to 4.999%			5% or Greater		
Position Grouping	Men % Change	Women % Change	% of Base	Men % Change	Women % Change	% of Base	Men % Change	Women % Change	% of Base	Men % Change	Women % Change	% of Base	Men % Change	Women % Change	% of Base
Chief Executive Officers	27	0	0	16	0	134	19	9	111	19	0	0	18	11	85
Administrative Affairs Officers	18	0	96	13	37	61	15	23	67	14	20	67	18	30	60
Academic Affairs Officers	24	0	77	18	19	86	23	28	83	19	20	85	19	19	80
Student Affairs Officers	10	139	66	16	19	86	18	22	80	18	24	75	14	20	77
External Affairs Officers	-21	25	47	6	7	74	12	4	75	12	18	62	19	18	76

Base is the white men's 1975-76 mean salary for each position.

Percent of Base is the white women's 1975-76 mean salary for each position as a percentage of the Base.

Percent Change is the difference in white women's average salaries between 1975-76 and 1978-79 as a percentage of the white women's 1975-76 average salary for each position.

TABLE 46

PERCENT CHANGE IN WHITE MEN'S AND WHITE WOMEN'S MEAN SALARIES
AT PRIVATE WHITE COEDUCATIONAL INSTITUTIONS GROUPED BY ENROLLMENT GROWTH RATE

	Enrollment Growth Rate														
	Less Than -.5%			-.5% to -.001%			0 to 1.999%			2 to 4.999%			5% or Greater		
Position Grouping	Men % Change	Women % Change	% of Base	Men % Change	Women % Change	% of Base	Men % Change	Women % Change	% of Base	Men % Change	Women % Change	% of Base	Men % Change	Women % Change	% of Base
Chief Executive Officers	18	0	0	22	35	63	20	40	56	22	14	70	21	15	84
Administrative Affairs Officers	9	18	46	18	32	59	16	19	63	14	5	70	17	25	60
Academic Affairs Officers	13	1	86	17	20	70	25	37	60	21	36	64	31	23	74
Student Affairs Officers	19	18	78	19	24	75	24	2	80	16	15	73	18	25	75
External Affairs Officers	12	30	61	11	20	59	1	95	41	9	12	60	12	42	66

Base is the white men's 1975-76 mean salary for each position.

Percent of Base is the white women's 1975-76 mean salary for each position as a percentage of the Base.

Percent Change is the difference in white women's average salaries between 1975-76 and 1978-79 as a percentage of the white women's 1975-76 average salary for each position.

TABLE 47

SALARY RATIOS AND CHANGES IN THE GAP FOR WHITE WOMEN AT PUBLIC WHITE COEDUCATIONAL INSTITUTIONS GROUPED BY ENROLLMENT GROWTH

		Enrollment Growth Rate									
		1 Less Than -.5%		2 -.5% to -.001%		3 0 to 1.999%		4 2 to 4.999%		5 5% or Greater	
Position Grouping		Women's Salary Ratio	Change in Gap	Women's Salary Ratio	Change in Gap	Women's Salary Ratio	Change in Gap	Women's Salary Ratio	Change in Gap	Women's Salary Ratio	Change in Gap
Chief Executive Officers	1978	0	0	0	0	1.03	-.08*	0	0	.94	+.09
	1975	0		1.34		1.11		0		.85	
Administrative Affairs Officers	1978	0	0	.74	+.13	.71	+.04	.70	+.30	.65	+.06
	1975	96		.61		.67		.67		.59	
Academic Affairs Officers	1978	0	0	.86	0	.86	+.03	.85	0	.80	+.01
	1975	.77		.86		.83		.85		.79	
Student Affairs Officers	1978	1.42**	+.76	.88	+.02	.83	+.03	.80	+.05	.82	+.05
	1975	.66		.86		.80		.75		.77	
External Affairs Officers	1978	.75	+.28	.74	0	.70	-.05	.66	+.04	.76	0
	1975	.47		.74		.75		.62		.76	

Note: Figures represent the white women's salary as a ratio of white men's in each given year. The gap change is the difference between the figures – positive values indicate a shrinking gap.

* White women were still making more than white men, but without as big a gap.

** White women were making more than white men in 1978.

TABLE 48

SALARY RATIOS AND CHANGES IN THE GAP FOR WHITE WOMEN AT PRIVATE WHITE COEDUCATIONAL INSTITUTIONS GROUPED BY ENROLLMENT GROWTH

		Enrollment Growth Rates									
		1 Less Than -.5%		2 -.5% to -.001%		3 0 to 1.999%		4 2 to 4.999%		5 5% or Greater	
Position Grouping		Women's Salary Ratio	Change in Gap	Women's Salary Ratio	Change in Gap	Women Salary Ratio	Change in Gap	Women Salary Ratio	Change in Gap	Women Salary Ratio	Change in Gap
Chief Executive Officers	1978	0	0	.70	+.07	.65	+.09	.66	-.04	.80	-.04
	1975	0		.63		.56		.70		.84	
Administrative Affairs Officers	1978	.50	+.04	.66	+.07	.65	+.02	.64	-.06	.64	+.04
	1975	.46		.59		.63		.70		.60	
Academic Affairs Officers	1978	.77	-.09	.72	+.02	.66	+.06	.72	+.08	.60	-.05
	1975	.86		.70		.60		.64		.74	
Student Affairs Officers	1978	.78	0	.78	+.03	.65	-.15	.73	0	.79	+.04
	1975	.78		.75		.80		.73		.75	
External Affairs Officers	1978	.70	+.09	.64	+.05	.58	-.03	.61	+.01	.83	+.01
	1975	.61		.59		.61		.60		.66	

Note: Figures represent the white women's salary as a ratio of white men's in each given year. The gap change is the difference between the figures – positive values indicate a shrinking gap.

By combining the data for the three years covered by this study, we created a three-year job availability rate. Between 1975-76 and 1978-79 this rate ranged from 23.5 percent to 57 percent* for the 26 matched positions. As shown on Table 49 for the job titles used in this analysis from one fourth to over one half of the positions were open at some point during the three-year period, indicating the availability of these positions to qualified women and minorities.

Table 49 and Graph 7, depicting job availability rates and the percentage change in the proportion of women and minorities in each position, show that there was little if any relationship between the two. Jobs with high availability rates do not appear to be held by increasingly large proportions of women or minorities. Academic affairs officers, with the highest increase in job availability (57.3 percent) had a decrease in shares to white women. Conversely, chief planning officers, with the lowest increase (23.2 percent) in job availability had one of the largest proportions of increase for white women (7.11 percent). In over half of the positions, white women showed the largest increase in job shares.

SECTION FOUR: CONCLUSION

In general, according to the 1978-79 survey data, women and minorities were employed less often, received lower salaries, and were more restricted to certain positions than were white men. While the majority of positions at white women's colleges were held by white women and the majority of positions at minority institutions were held by minority men, white men outnumbered women and minorities 3 to 1 overall. White men received higher salaries everywhere, except in chief executive positions at private white coeducational institutions, where minority women received higher salaries, and in chief executive positions at public minority institutions, where some minority men were paid more. Director of Affirmative Action and Equal Employment was the only position with a sizeable representation of each group of people.

Women and minorities were employed in a wider range of positions in 1978-79; however, employment of women and minorities increased by only 3.5 percent to a total of 22.9 percent of 1978-79 administrative jobs. White women made their greatest gains at white women's colleges, minorities made their greatest gains at minority institutions, and women and minorities made greater gains at private institutions than at public institutions. Although five different types of explanations were offered for the slow progress, none of the explanations held up under statistical analysis.

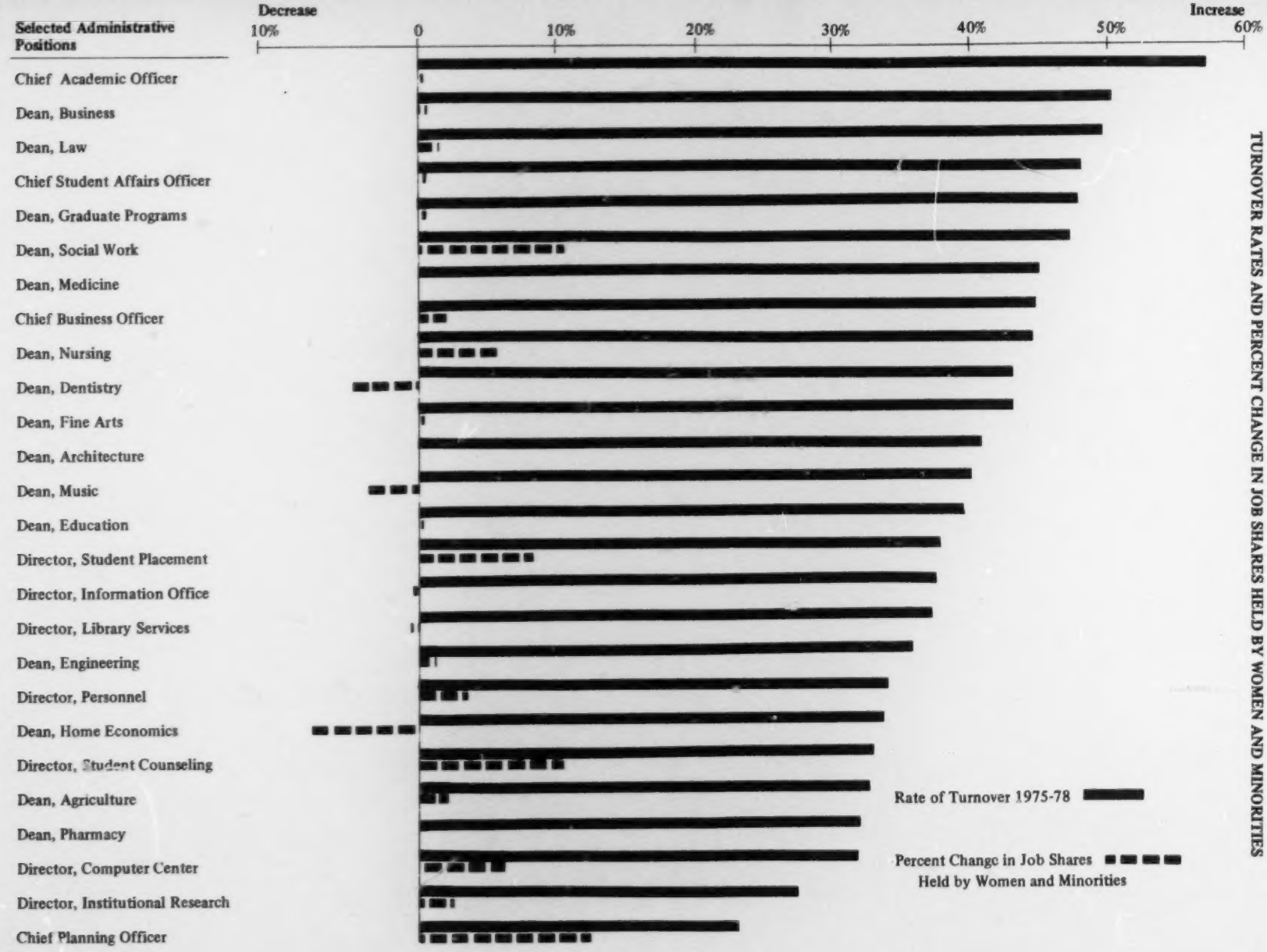
Between the 1975-76 study and the 1978-79 study, little progress was made in the shares of employment of women and minorities at the higher education institutions surveyed, although women and minorities did succeed in securing a much higher proportion of the newly opened jobs than they did of the existing jobs. Thus, while women and minorities made great strides, white men made even greater strides. There is, consequently, still some distance to go before we reach equal employment opportunities for women and minorities in higher education administration.

*Ibid., 1975-76, 1977-78. Rates were totaled for the three years to yield a single rate for each job. The titles were matched by job descriptions.

TABLE 49

TURNOVER RATES AND PERCENT CHANGE IN EMPLOYMENT SHARES

Position	Turnover Rate	Percent Change in Employment Shares			
	1975 to 1978	White Women	Minority Men	Minority Women	Total
Chief Planning Officer	23.2	7.1	1.9	3.4	12.4
Chief Business Officer	44.9	1.0	.3	.4	1.7
Director, Personnel	34.1	4.9	-1.0	.3	3.6
Director, Computer Center	32.0	2.6	3.9	-.4	6.1
Chief Academic Officer	57.3	-1.0	.3	.9	.2
Director, Library Services	37.3	-1.8	1.0	.4	-.4
Director, Institutional Research	27.5	1.8	1.1	-.4	2.5
Dean, Agriculture	32.8	0.0	1.8	0.0	1.8
Dean, Architecture	40.9	0.0	0.0	0.0	0.0
Dean, Business	50.8	2.9	-2.0	-.3	.5
Dean, Dentistry	43.3	0.0	-4.8	0.0	-4.8
Dean, Education	39.6	1.8	-1.4	-.1	.3
Dean, Engineering	35.9	1.9	.5	-1.1	1.3
Dean, Fine Arts	43.1	-3.2	3.3	0.0	.1
Dean, Graduate Programs	48.0	-.5	-.3	1.1	.3
Dean, Home Economics	33.8	.3	-4.0	-4.0	-7.7
Dean, Law	49.8	0.0	1.5	0.0	1.5
Dean, Medicine	45.0	0.0	0.0	0.0	0.0
Dean, Music	40.1	-6.8	3.1	0.0	-3.7
Dean, Nursing	44.7	6.9	0.0	-1.5	5.4
Dean, Pharmacy	32.1	0.0	0.0	0.0	0.0
Dean, Social Work	47.3	6.8	-1.9	5.6	10.5
Chief Student Affairs Officer	48.2	2.2	-1.9	.1	.4
Director, Student Placement	38.0	6.3	1.8	.1	8.2
Director, Student Counseling	32.9	7.4	3.7	-.6	10.5
Director, Information Office	37.6	.3	-.1	-.5	-.3



GRAPH 7

TURNOVER RATES AND PERCENT CHANGE IN JOB SHARES HELD BY WOMEN AND MINORITIES

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*These Appendices are available on request from CUPA Headquarters.

APPENDIX A

COLLEGE AND UNIVERSITY PERSONNEL ASSOCIATION
1978-79 ADMINISTRATIVE COMPENSATION SURVEY

Please read the instructions for completion. Completed questionnaires should be mailed no later than November 10, 1978. Return to CUPA SURVEYS, P.O. Box 71114, Pittsburgh, PA 15213.

INSTITUTIONAL IDENTIFICATION

1. CLASSIFICATION 1.___ 2-Yr. College 2.___ 4-Yr. College 3.___ University 4.___ Other
2. SOURCE OF SUPPORT (Check one) _Public _Private
3. TOTAL FULL-TIME Equivalent Enrollment _____
5. TOTAL FULL-TIME Equivalent Faculty _____
6. TOTAL FULL-TIME Equivalent Staff _____
7. 1978-79 EDUCATION AND GENERAL BUDGET $_____

NAME OF INSTITUTION _____

ADDRESS (STREET) _____

CITY/STATE/ZIP _____

NAME OF RESPONDENT _____

TITLE OF RESPONDENT _____

TELEPHONE _____

FICE CODE (if known) _____ CARNEGIE (if known) _____

OFFICE OR FUNCTION AND TITLE	SALARY 100% 12 Mos. Cash	Years Served (Rounded to Full Year	Internal Promotion or Outside Hire? (Circle One)		SEX Male/Female (Circle One)		MINORITY Yes/No (Circle One)		TENURE Yes/No (Circle One)		REPLACEMENT POOL Yes/No (Circle One)	
1.0 Chief Executive Officer of a System/District/Multi-Campus Operation (President/Chancellor)			I	O	M	F	Y	N	Y	N		
1.1			I	O	M	F	Y	N			Y	N
1.2			I	O	M	F	Y	N			Y	N
1.3			I	O	M	F	Y	N			Y	N
1.4			I	O	M	F	Y	N			Y	N
1.5			I	O	M	F	Y	N			Y	N
2.0 Chief Executive Officer of a Single Institution (President/Chancellor)			I	O	M	F	Y	N	Y	N		
2.1			I	O	M	F	Y	N			Y	N
2.2			I	O	M	F	Y	N			Y	N
2.3			I	O	M	F	Y	N			Y	N
2.4			I	O	M	F	Y	N			Y	N
2.5			I	O	M	F	Y	N			Y	N
3.0 Executive Vice President			I	O	M	F	Y	N	Y	N		
3.1			I	O	M	F	Y	N			Y	N
3.2			I	O	M	F	Y	N			Y	N
3.3			I	O	M	F	Y	N			Y	N
3.4			I	O	M	F	Y	N			Y	N
3.5			I	O	M	F	Y	N			Y	N

OFFICE OR FUNCTION AND TITLE	SALARY 100% 12 Mos. Cash	Years Served (Rounded to Full Year	Internal Promotion or Outside Hire? (Circle One)		SEX Male/Female (Circle One		MINORITY Yes/No (Circle One)		TENURE Yes/no (Circle One)		REPLACE-MENT POOL Yes/No (Circle One)	
4.0 Chief Academic Officer			I	O	M	F	Y	N	Y	N		
4.1			I	O	M	F	Y	N			Y	N
4.2			I	O	M	F	Y	N			Y	N
4.3			I	O	M	F	Y	N			Y	N
4.4			I	O	M	F	Y	N			Y	N
4.5			I	O	M	F	Y	N			Y	N
5.0 Chief Planning Officer			I	O	M	F	Y	N	Y	N		
5.1			I	O	M	F	Y	N			Y	N
5.2			I	O	M	F	Y	N			Y	N
5.3			I	O	M	F	Y	N			Y	N
5.4			I	O	M	F	Y	N			Y	N
5.5			I	O	M	F	Y	N			Y	N
6.0 Chief Business Officer			I	O	M	F	Y	N	Y	N		
6.1			I	O	M	F	Y	N			Y	N
6.2			I	O	M	F	Y	N			Y	N
6.3			I	O	M	F	Y	N			Y	N
6.4			I	O	M	F	Y	N			Y	N
6.5			I	O	M	F	Y	N			Y	N
7.0 Chief Budgeting Officer			I	O	M	F	Y	N	Y	N		
7.1			I	O	M	F	Y	N			Y	N
7.2			I	O	M	F	Y	N			Y	N
7.3			I	O	M	F	Y	N			Y	N
7.4			I	O	M	F	Y	N			Y	N
7.5			I	O	M	F	Y	N			Y	N
8.0 Chief Development Officer			I	O	M	F	Y	N	Y	N		
8.1			I	O	M	F	Y	N			Y	N
8.2			I	O	M	F	Y	N			Y	N
8.3			I	O	M	F	Y	N			Y	N
8.4			I	O	M	F	Y	N			Y	N
8.5			I	O	M	F	Y	N			Y	N
9.0 Chief Public Relations Officer			I	O	M	F	Y	N	Y	N		
9.1			I	O	M	F	Y	N			Y	N
9.2			I	O	M	F	Y	N			Y	N
9.3			I	O	M	F	Y	N			Y	N
9.4			I	O	M	F	Y	N			Y	N
9.5			I	O	M	F	Y	N			Y	N

OFFICE OR FUNCTION AND TITLE	SALARY 100% 12 Mos. Cash	Years Served (Rounded to Full Year	Internal Promotion or Outside Hire? (Circle One)		SEX Male/Female (Circle One)		MINORITY Yes/No (Circle One)		TENURE Yes/No (Circle One)		REPLACEMENT POOL Yes/No (Circle One)	
10.0 Director, Alumni Affairs			I	O	M	F	Y	N	Y	N		
10.1			I	O	M	F	Y	N			Y	N
10.2			I	O	M	F	Y	N			Y	N
10.3			I	O	M	F	Y	N			Y	N
10.4			I	O	M	F	Y	N			Y	N
10.5			I	O	M	F	Y	N			Y	N
11.0 Chief Health Professions Officer			I	O	M	F	Y	N	Y	N		
11.1			I	O	M	F	Y	N			Y	N
11.2			I	O	M	F	Y	N			Y	N
11.3			I	O	M	F	Y	N			Y	N
11.4			I	O	M	F	Y	N			Y	N
11.5			I	O	M	F	Y	N			Y	N
12.0 Chief Student Affairs Officer			I	O	M	F	Y	N	Y	N		
12.1			I	O	M	F	Y	N			Y	N
12.2			I	O	M	F	Y	N			Y	N
12.3			I	O	M	F	Y	N			Y	N
12.4			I	O	M	F	Y	N			Y	N
12.5			I	O	M	F	Y	N			Y	N
13.0 Registrar			I	O	M	F	Y	N	Y	N		
13.1			I	O	M	F	Y	N			Y	N
13.2			I	O	M	F	Y	N			Y	N
13.3			I	O	M	F	Y	N			Y	N
13.4			I	O	M	F	Y	N			Y	N
13.5			I	O	M	F	Y	N			Y	N
14.0 Director, Admissions			I	O	M	F	Y	N	Y	N		
14.1			I	O	M	F	Y	N			Y	N
14.2			I	O	M	F	Y	N			Y	N
14.3			I	O	M	F	Y	N			Y	N
14.4			I	O	M	F	Y	N			Y	N
14.5			I	O	M	F	Y	N			Y	N
15.0 Director, Student Financial Aid			I	O	M	F	Y	N	Y	N		
15.1			I	O	M	F	Y	N			Y	N
15.2			I	O	M	F	Y	N			Y	N
15.3			I	O	M	F	Y	N			Y	N
15.4			I	O	M	F	Y	N			Y	N
15.5			I	O	M	F	Y	N			Y	N

OFFICE OR FUNCTION AND TITLE	SALARY 100% 12 Mos. Cash	Years Served (Rounded to Full Year)	Internal Promotion or Outside Hire? (Circle One)		SEX Male/Female (Circle One)		MINORITY Yes/No (Circle One)		TENURE Yes/No (Circle One)		REPLACEMENT POOL Yes/No (Circle One)	
16.0 Director, Student Placement			I	O	M	F	Y	N	Y	N		
16.1			I	O	M	F	Y	N			Y	N
16.2			I	O	M	F	Y	N			Y	N
16.3			I	O	M	F	Y	N			Y	N
16.4			I	O	M	F	Y	N			Y	N
16.5			I	O	M	F	Y	N			Y	N
17.0 Director, Student Counseling			I	O	M	F	Y	N	Y	N		
17.1			I	O	M	F	Y	N			Y	N
17.2			I	O	M	F	Y	N			Y	N
71.3			I	O	M	F	Y	N			Y	N
17.4			I	O	M	F	Y	N			Y	N
17.5			I	O	M	F	Y	N			Y	N
18.0 Director, Student Union			I	O	M	F	Y	N	Y	N		
18.1			I	O	M	F	Y	N			Y	N
18.2			I	O	M	F	Y	N			Y	N
18.3			I	O	M	F	Y	N			Y	N
18.4			I	O	M	F	Y	N			Y	N
18.5			I	O	M	F	Y	N			Y	N
19.0 Director, Student Health Services			I	O	M	F	Y	N	Y	N		
19.1			I	O	M	F	Y	N			Y	N
19.2			I	O	M	F	Y	N			Y	N
19.3			I	O	M	F	Y	N			Y	N
19.4			I	O	M	F	Y	N			Y	N
19.5			I	O	M	F	Y	N			Y	N
20.0 Director, Student Housing			I	O	M	F	Y	N	Y	N		
20.1			I	O	M	F	Y	N			Y	N
20.2			I	O	M	F	Y	N			Y	N
20.3			I	O	M	F	Y	N			Y	N
20.4			I	O	M	F	Y	N			Y	N
20.5			I	O	M	F	Y	N			Y	N
21.0 Director, Food Services			I	O	M	F	Y	N	Y	N		
21.1			I	O	M	F	Y	N			Y	N
21.2			I	O	M	F	Y	N			Y	N
21.3			I	O	M	F	Y	N			Y	N
21.4			I	O	M	F	Y	N			Y	N
21.5			I	O	M	F	Y	N			Y	N

OFFICE OR FUNCTION AND TITLE	SALARY 100% 12 Mos. Cash	Years Served (Rounded to Full Year)	Internal Promotion or Outside Hire? (Circle One)		SEX Male/Female (Circle One)		MINORITY Yes/No (Circle One)		TENURE Yes/No (Circle One)		REPLACEMENT POOL Yes/No (Circle One)	
22.0 Director, Physical Plant			I	O	M	F	Y	N	Y	N		
22.1			I	O	M	F	Y	N			Y	N
22.2			I	O	M	F	Y	N			Y	N
22.3			I	O	M	F	Y	N			Y	N
22.4			I	O	M	F	Y	N			Y	N
22.5			I	O	M	F	Y	N			Y	N
23.0 Director, Purchasing			I	O	M	F	Y	N	Y	N		
23.1			I	O	M	F	Y	N			Y	N
23.2			I	O	M	F	Y	N			Y	N
23.3			I	O	M	F	Y	N			Y	N
23.4			I	O	M	F	Y	N			Y	N
23.5			I	O	M	F	Y	N			Y	N
24.0 Director, Bookstore			I	O	M	F	Y	N	Y	N		
24.1			I	O	M	F	Y	N			Y	N
24.2			I	O	M	F	Y	N			Y	N
24.3			I	O	M	F	Y	N			Y	N
24.4			I	O	M	F	Y	N			Y	N
24.5			I	O	M	F	Y	N			Y	N
25.0 Director, Campus Security			I	O	M	F	Y	N	Y	N		
25.1			I	O	M	F	Y	N			Y	N
25.2			I	O	M	F	Y	N			Y	N
25.3			I	O	M	F	Y	N			Y	N
25.4			I	O	M	F	Y	N			Y	N
25.5			I	O	M	F	Y	N			Y	N
26.0 Director, Legal Services			I	O	M	F	Y	N	Y	N		
26.1			I	O	M	F	Y	N			Y	N
66.2			I	O	M	F	Y	N			Y	N
26.3			I	O	M	F	Y	N			Y	N
26.4			I	O	M	F	Y	N			Y	N
26.5			I	O	M	F	Y	N			Y	N
27.0 Director, Personnel/Human Resources			I	O	M	F	Y	N	Y	N		
27.1			I	O	M	F	Y	N			Y	N
27.2			I	O	M	F	Y	N			Y	N
27.3			I	O	M	F	Y	N			Y	N
27.4			I	O	M	F	Y	N			Y	N
27.5			I	O	M	F	Y	N			Y	N

OFFICE OR FUNCTION AND TITLE	SALARY 100% 12 Mos. Cash	Years Served (Rounded to Full Year)	Internal Promotion or Outside Hire? (Circle One)		SEX Male/Female (Circle One)		MINORITY Yes/No (Circle One)		TENURE Yes/No (Circle One)		REPLACEMENT POOL Yes/No (Circle One)	
28.0 Director, Affirmative Action/ Equal Employment			I	O	M	F	Y	N	Y	N		
28.1			I	O	M	F	Y	N			Y	N
28.2			I	O	M	F	Y	N			Y	N
28.3			I	O	M	F	Y	N			Y	N
28.4			I	O	M	F	Y	N			Y	N
28.5			I	O	M	F	Y	N			Y	N
29.0 Director, Library Services			I	O	M	F	Y	N	Y	N		
29.1			I	O	M	F	Y	N			Y	N
29.2			I	O	M	F	Y	N			Y	N
29.3			I	O	M	F	Y	N			Y	N
29.4			I	O	M	F	Y	N			Y	N
29.5			I	O	M	F	Y	N			Y	N
30.0 Director, Computer Center			I	O	M	F	Y	N	Y	N		
30.1			I	O	M	F	Y	N			Y	N
30.2			I	O	M	F	Y	N			Y	N
30.3			I	O	M	F	Y	N			Y	N
30.4			I	O	M	F	Y	N			Y	N
30.5			I	O	M	F	Y	N			Y	N
31.0 Director, Information Systems			I	O	M	F	Y	N	Y	N		
31.1			I	O	M	F	Y	N			Y	N
31.2			I	O	M	F	Y	N			Y	N
31.3			I	O	M	F	Y	N			Y	N
31.4			I	O	M	F	Y	N			Y	N
31.5			I	O	M	F	Y	N			Y	N
32.0 Director, Information Office			I	O	M	F	Y	N	Y	N		
32.1			I	O	M	F	Y	N			Y	N
32.2			I	O	M	F	Y	N			Y	N
32.3			I	O	M	F	Y	N			Y	N
32.4			I	O	M	F	Y	N			Y	N
32.5			I	O	M	F	Y	N			Y	N
33.0 Director, Community Services			I	O	M	F	Y	N	Y	N		
33.1			I	O	M	F	Y	N			Y	N
33.2			I	O	M	F	Y	N			Y	N
33.3			I	O	M	F	Y	N			Y	N
33.4			I	O	M	F	Y	N			Y	N
33.5			I	O	M	F	Y	N			Y	N

OFFICE OR FUNCTION AND TITLE	SALARY 100% 12 Mos. Cash	Years Served (Rounded to Full Year)	Internal Promotion or Outside Hire? (Circle One)		SEX Male/Female (Circle One)		MINORITY Yes/No (Circle One)		TENURE Yes/No (Circle One)		REPLACEMENT POOL Yes/No (Circle One)	
34.0 Director, Institutional Research			I	O	M	F	Y	N	Y	N		
34.1			I	O	M	F	Y	N			Y	N
34.2			I	O	M	F	Y	N			Y	N
34.3			I	O	M	F	Y	N			Y	N
34.4			I	O	M	F	Y	N			Y	N
34.5			I	O	M	F	Y	N			Y	N
35.0 Comptroller			I	O	M	F	Y	N	Y	N		
35.1			I	O	M	F	Y	N			Y	N
35.2			I	O	M	F	Y	N			Y	N
35.3			I	O	M	F	Y	N			Y	N
35.4			I	O	M	F	Y	N			Y	N
35.5			I	O	M	F	Y	N			Y	N
36.0 Director, Athletics			I	O	M	F	Y	N	Y	N		
36.1			I	O	M	F	Y	N			Y	N
36.2			I	O	M	F	Y	N			Y	N
36.3			I	O	M	F	Y	N			Y	N
36.4			I	O	M	F	Y	N			Y	N
36.5			I	O	M	F	Y	N			Y	N
COMBINED RESPONSIBILITIES												
37.0 Chief Development and Public Relations Officer			I	O	M	F	Y	N	Y	N		
37.1			I	O	M	F	Y	N			Y	N
37.2			I	O	M	F	Y	N			Y	N
37.3			I	O	M	F	Y	N			Y	N
37.4			I	O	M	F	Y	N			Y	N
37.5			I	O	M	F	Y	N			Y	N
38.0 Chief Planning and Budget Officer			I	O	M	F	Y	N	Y	N		
38.1			I	O	M	F	Y	N			Y	N
38.2			I	O	M	F	Y	N			Y	N
38.3			I	O	M	F	Y	N			Y	N
38.4			I	O	M	F	Y	N			Y	N
38.5			I	O	M	F	Y	N			Y	N
39.0 Director, Admissions and Financial Aid			I	O	M	F	Y	N	Y	N		
39.1			I	O	M	F	Y	N			Y	N
39.2			I	O	M	F	Y	N			Y	N
39.3			I	O	M	F	Y	N			Y	N
39.4			I	O	M	F	Y	N			Y	N
39.5			I	O	M	F	Y	N			Y	N

OFFICE OR FUNCTION AND TITLE	SALARY 100% 12 Mos. Cash	Years Served (Rounded to Full Year)	Internal Promotion or Outside Hire? (Circle One)		SEX Male/Female (Circle One)		MINORITY Yes/No (Circle One)		TENURE Yes/No (Circle One)		REPLACEMENT POOL Yes/No (Circle One)	
40.0 Director, Housing and Food Service			I	O	M	F	Y	N	Y	N		
40.1			I	O	M	F	Y	N			Y	N
40.2			I	O	M	F	Y	N			Y	N
40.3			I	O	M	F	Y	N			Y	N
40.4			I	O	M	F	Y	N			Y	N
40.5			I	O	M	F	Y	N			Y	N
41.1 Director, Personnel and Affirmative Action			I	O	M	F	Y	N	Y	N		
41.1			I	O	M	F	Y	N			Y	N
41.2			I	O	M	F	Y	N			Y	N
41.3			I	O	M	F	Y	N			Y	N
41.4			I	O	M	F	Y	N			Y	N
41.5			I	O	M	F	Y	N			Y	N
42.0 Director, Development and Alumni Affairs			I	O	M	F	Y	N	Y	N		
42.1			I	O	M	F	Y	N			Y	N
42.2			I	O	M	F	Y	N			Y	N
42.3			I	O	M	F	Y	N			Y	N
42.4			I	O	M	F	Y	N			Y	N
42.5			I	O	M	F	Y	N			Y	N
43.0			I	O	M	F	Y	N	Y	N		
43.1			I	O	M	F	Y	N			Y	N
43.2			I	O	M	F	Y	N			Y	N
43.3			I	O	M	F	Y	N			Y	N
43.4			I	O	M	F	Y	N			Y	N
43.5			I	O	M	F	Y	N			Y	N
44.0			I	O	M	F	Y	N	Y	N		
44.1			I	O	M	F	Y	N			Y	N
44.2			I	O	M	F	Y	N			Y	N
44.3			I	O	M	F	Y	N			Y	N
44.4			I	O	M	F	Y	N			Y	N
44.5			I	O	M	F	Y	N			Y	N

DEAN OR EQUIVALENT ADMINISTRATIVE TITLE. Please do not alter the meaning of existing academic area titles. Use space provided for indicating nonequivalent academic areas which are administratively responsible to a Dean. Do not include Departmental Heads whose sole responsibility is a single department. Indicate TOTAL cash compensation — convert salary to reflect a 12 month, 100% effort.

(continued on next page)

OFFICE OR FUNCTION AND TITLE DEAN (or Director) of:	SALARY 100% 12 Mos. Cash	Years Served (Rounded to Full Year)	Internal Promotion or Outside Hire? (Circle One)		SEX Male/Female (Circle One)		MINORITY Yes/No (Circle One)		TENURE Yes/No (Circle One)		REPLACEMENT POOL Yes/No (Circle One)	
45.0 Architecture			I	O	M	F	Y	N	Y	N		
45.1			I	O	M	F	Y	N			Y	N
45.2			I	O	M	F	Y	N			Y	N
45.3			I	O	M	F	Y	N			Y	N
45.4			I	O	M	F	Y	N			Y	N
45.5			I	O	M	F	Y	N			Y	N
46.0 Agriculture			I	O	M	F	Y	N	Y	N		
46.1			I	O	M	F	Y	N			Y	N
46.2			I	O	M	F	Y	N			Y	N
46.3			I	O	M	F	Y	N			Y	N
46.4			I	O	M	F	Y	N			Y	N
46.5			I	O	M	F	Y	N			Y	N
47.0 Arts and Letters			I	O	M	F	Y	N	Y	N		
47.1			I	O	M	F	Y	N			Y	N
47.2			I	O	M	F	Y	N			Y	N
47.3			I	O	M	F	Y	N			Y	N
47.4			I	O	M	F	Y	N			Y	N
47.5			I	O	M	F	Y	N			Y	N
48.0 Arts and Sciences			I	O	M	F	Y	N	Y	N		
48.1			I	O	M	F	Y	N			Y	N
48.2			I	O	M	F	Y	N			Y	N
48.3			I	O	M	F	Y	N			Y	N
48.4			I	O	M	F	Y	N			Y	N
48.5			I	O	M	F	Y	N			Y	N
49.0 Business			I	O	M	F	Y	N	Y	N		
49.1			I	O	M	F	Y	N			Y	N
49.2			I	O	M	F	Y	N			Y	N
49.3			I	O	M	F	Y	N			Y	N
49.4			I	O	M	F	Y	N			Y	N
49.5			I	O	M	F	Y	N			Y	N
50.0 Communications			I	O	M	F	Y	N	Y	N		
50.1			I	O	M	F	Y	N			Y	N
50.2			I	O	M	F	Y	N			Y	N
50.3			I	O	M	F	Y	N			Y	N
50.4			I	O	M	F	Y	N			Y	N
50.5			I	O	M	F	Y	N			Y	N

OFFICE OR FUNCTION AND TITLE	SALARY 100% 12 Mos. Cash	Years Served (Rounded to Full Year)	Internal Promotion or Outside Hire? (Circle One)		SEX Male/Female (Circle One)		MINORITY Yes/No (Circle One)		TENURE Yes/No (Circle One)		REPLACEMENT POOL Yes/No (Circle One)	
51.0 Continuing Education			I	O	M	F	Y	N	Y	N		
51.1			I	O	M	F	Y	N			Y	N
51.2			I	O	M	F	Y	N			Y	N
51.3			I	O	M	F	Y	N			Y	N
51.4			I	O	M	F	Y	N			Y	N
51.5			I	O	M	F	Y	N			Y	N
52.0 Dentistry			I	O	M	F	Y	N	Y	N		
52.1			I	O	M	F	Y	N			Y	N
52.2			I	O	M	F	Y	N			Y	N
52.3			I	O	M	F	Y	N			Y	N
52.4			I	O	M	F	Y	N			Y	N
52.5			I	O	M	F	Y	N			Y	N
53.0 Education			I	O	M	F	Y	N	Y	N		
53.1			I	O	M	F	Y	N			Y	N
53.2			I	O	M	F	Y	N			Y	N
53.3			I	O	M	F	Y	N			Y	N
53.4			I	O	M	F	Y	N			Y	N
53.5			I	O	M	F	Y	N			Y	N
54.0 Engineering			I	O	M	F	Y	N	Y	N		
54.1			I	O	M	F	Y	N			Y	N
54.2			I	O	M	F	Y	N			Y	N
54.3			I	O	M	F	Y	N			Y	N
54.4			I	O	M	F	Y	N			Y	N
54.5			I	O	M	F	Y	N			Y	N
55.0 Extension			I	O	M	F	Y	N	Y	N		
55.1			I	O	M	F	Y	N			Y	N
55.2			I	O	M	F	Y	N			Y	N
55.3			I	O	M	F	Y	N			Y	N
55.4			I	O	M	F	Y	N			Y	N
55.5			I	O	M	F	Y	N			Y	N
56.0 Fine Arts			I	O	M	F	Y	N	Y	N		
56.1			I	O	M	F	Y	N			Y	N
56.2			I	O	M	F	Y	N			Y	N
56.3			I	O	M	F	Y	N			Y	N
56.4			I	O	M	F	Y	N			Y	N
56.5			I	O	M	F	Y	N			Y	N

OFFICE OR FUNCTION AND TITLE	SALARY 100% 12 Mos. Cash	Years Served (Rounded to Full Year)	Internal Promotion or Outside Hire? (Circle One)		SEX Male/Female (Circle One)		MINORITY Yes/No (Circle One)		TENURE Yes/No (Circle One)		REPLACEMENT POOL Yes/No (Circle One)	
57.0 Graduate Programs			I	O	M	F	Y	N	Y	N		
57.1			I	O	M	F	Y	N			Y	N
57.2			I	O	M	F	Y	N			Y	N
57.3			I	O	M	F	Y	N			Y	N
57.4			I	O	M	F	Y	N			Y	N
57.5			I	O	M	F	Y	N			Y	N
58.0 Health Related Professions			I	O	M	F	Y	N	Y	N		
58.1			I	O	M	F	Y	N			Y	N
58.2			I	O	M	F	Y	N			Y	N
58.3			I	O	M	F	Y	N			Y	N
58.4			I	O	M	F	Y	N			Y	N
58.5			I	O	M	F	Y	N			Y	N
59.0 Home Economics			I	O	M	F	Y	N	Y	N		
59.1			I	O	M	F	Y	N			Y	N
59.2			I	O	M	F	Y	N			Y	N
59.3			I	O	M	F	Y	N			Y	N
59.4			I	O	M	F	Y	N			Y	N
59.5			I	O	M	F	Y	N			Y	N
60.0 Humanities			I	O	M	F	Y	N	Y	N		
60.1			I	O	M	F	Y	N			Y	N
60.2			I	O	M	F	Y	N			Y	N
60.3			I	O	M	F	Y	N			Y	N
60.4			I	O	M	F	Y	N			Y	N
60.5			I	O	M	F	Y	N			Y	N
61.0 Instruction			I	O	M	F	Y	N	Y	N		
61.1			I	O	M	F	Y	N			Y	N
61.2			I	O	M	F	Y	N			Y	N
61.3			I	O	M	F	Y	N			Y	N
61.4			I	O	M	F	Y	N			Y	N
61.5			I	O	M	F	Y	N			Y	N
62.0 Law			I	O	M	F	Y	N	Y	N		
62.1			I	O	M	F	Y	N			Y	N
62.2			I	O	M	F	Y	N			Y	N
62.3			I	O	M	F	Y	N			Y	N
62.4			I	O	M	F	Y	N			Y	N
62.5			I	O	M	F	Y	N			Y	N

OFFICE OR FUNCTION AND TITLE	SALARY 100% 12 Mos. Cash	Years Served (Rounded to Full Year)	Internal Promotion or Outside Hire? (Circle One)		SEX Male/Female (Circle One)		MINORITY Yes/No (Circle One)		TENURE Yes/No (Circle One)		REPLACEMENT POOL Yes/No (Circle One)	
63.0 Library & Information Sciences			I	O	M	F	Y	N	Y	N		
63.1			I	O	M	F	Y	N			Y	N
63.2			I	O	M	F	Y	N			Y	N
63.3			I	O	M	F	Y	N			Y	N
63.4			I	O	M	F	Y	N			Y	N
63.5			I	O	M	F	Y	N			Y	N
64.0 Medicine			I	O	M	F	Y	N	Y	N		
64.1			I	O	M	F	Y	N			Y	N
64.2			I	O	M	F	Y	N			Y	N
64.3			I	O	M	F	Y	N			Y	N
64.4			I	O	M	F	Y	N			Y	N
64.5			I	O	M	F	Y	N			Y	N
65.0 Music			I	O	M	F	Y	N	Y	N		
65.1			I	O	M	F	Y	N			Y	N
65.2			I	O	M	F	Y	N			Y	N
65.3			I	O	M	F	Y	N			Y	N
65.4			I	O	M	F	Y	N			Y	N
65.5			I	O	M	F	Y	N			Y	N
66.0 Nursing			I	O	M	F	Y	N	Y	N		
66.1			I	O	M	F	Y	N			Y	N
66.2			I	O	M	F	Y	N			Y	N
66.3			I	O	M	F	Y	N			Y	N
66.4			I	O	M	F	Y	N			Y	N
66.5			I	O	M	F	Y	N			Y	N
67.0 Occupational Studies/Vocational/ Education/Technology			I	O	M	F	Y	N	Y	N		
67.1			I	O	M	F	Y	N			Y	N
67.2			I	O	M	F	Y	N			Y	N
67.3			I	O	M	F	Y	N			Y	N
67.4			I	O	M	F	Y	N			Y	N
67.5			I	O	M	F	Y	N			Y	N
68.0 Pharmacy			I	O	M	F	Y	N	Y	N		
68.1			I	O	M	F	Y	N			Y	N
68.2			I	O	M	F	Y	N			Y	N
68.3			I	O	M	F	Y	N			Y	N
68.4			I	O	M	F	Y	N			Y	N
68.5			I	O	M	F	Y	N			Y	N

OFFICE OR FUNCTION AND TITLE	SALARY 100% 12 Mos. Cash	Years Served (Rounded to Full Year)	Internal Promotion or Outside Hire? (Circle One)		SEX Male/Female (Circle One)		MINORITY Yes/No (Circle One)		TENURE Yes/No (Circle One)		REPLACEMENT POOL Yes/No (Circle One)	
69.0 Public Health			I	O	M	F	Y	N	Y	N		
69.1			I	O	M	F	Y	N			Y	N
69.2			I	O	M	F	Y	N			Y	N
69.3			I	O	M	F	Y	N			Y	N
69.4			I	O	M	F	Y	N			Y	N
69.5			I	O	M	F	Y	N			Y	N
70.0 Sciences			I	O	M	F	Y	N	Y	N		
70.1			I	O	M	F	Y	N			Y	N
70.2			I	O	M	F	Y	N			Y	N
70.3			I	O	M	F	Y	N			Y	N
70.4			I	O	M	F	Y	N			Y	N
70.5			I	O	M	F	Y	N			Y	N
71.0 Social Sciences			I	O	M	F	Y	N	Y	N		
71.1			I	O	M	F	Y	N			Y	N
71.2			I	O	M	F	Y	N			Y	N
71.3			I	O	M	F	Y	N			Y	N
71.4			I	O	M	F	Y	N			Y	N
71.5			I	O	M	F	Y	N			Y	N
72.0 Social Work			I	O	M	F	Y	N	Y	N		
72.1			I	O	M	F	Y	N			Y	N
72.2			I	O	M	F	Y	N			Y	N
72.3			I	O	M	F	Y	N			Y	N
72.4			I	O	M	F	Y	N			Y	N
72.5			I	O	M	F	Y	N			Y	N
73.0 Special Programs			I	O	M	F	Y	N	Y	N		
73.1			I	O	M	F	Y	N			Y	N
73.2			I	O	M	F	Y	N			Y	N
73.3			I	O	M	F	Y	N			Y	N
73.4			I	O	M	F	Y	N			Y	N
73.5			I	O	M	F	Y	N			Y	N
74.0 Undergraduate Programs			I	O	M	F	Y	N	Y	N		
74.1			I	O	M	F	Y	N			Y	N
74.2			I	O	M	F	Y	N			Y	N
74.3			I	O	M	F	Y	N			Y	N
74.4			I	O	M	F	Y	N			Y	N
74.5			I	O	M	F	Y	N			Y	N

OFFICE OR FUNCTION AND TITLE	SALARY 100% 12 Mos. Cash	Years Served (Rounded to Full Year)	Internal Promotion or Outside Hire? (Circle One)		SEX Male/Female (Circle One)		MINORITY Yes/No (Circle One)		TENURE Yes/No (Circle One)		REPLACEMENT POOL Yes/No (Circle One)	
75.0 Veterinary Medicine			I	O	M	F	Y	N	Y	N		
75.1			I	O	M	F	Y	N			Y	N
75.2			I	O	M	F	Y	N			Y	N
75.3			I	O	M	F	Y	N			Y	N
75.4			I	O	M	F	Y	N			Y	N
75.5			I	O	M	F	Y	N			Y	N
76.0			I	O	M	F	Y	N	Y	N		
76.1			I	O	M	F	Y	N			Y	N
76.2			I	O	M	F	Y	N			Y	N
76.3			I	O	M	F	Y	N			Y	N
76.4			I	O	M	F	Y	N			Y	N
76.5			I	O	M	F	Y	N			Y	N

APPENDIX B

1978-79 ADMINISTRATIVE COMPENSATION SURVEY INSTRUCTIONS

Please mail the completed questionnaire by NOVEMBER 10, 1978 to: CUPA SURVEYS, P.O. Box 71114, Pittsburgh, PA 15213.

Please print or type all information. Read the instructions carefully before completing the survey.

INSTITUTIONAL IDENTIFICATION. Items 1 through 5 are self-explanatory. For Item 6: 1978-79 Educational and General Budget, enter the dollar value of that portion of the total institutional budget used for current educational and general operations exclusive of student aid, auxiliary enterprises, service departments, construction, and externally sponsored research and other activities. Please be sure to fill in the name and address of your institution, your name, title, and telephone number.

COLLEGE AND UNIVERSITY SYSTEMS OR DISTRICTS OR LARGE BRANCHES. Where possible separate surveys should be completed for each System Office or main campus location and for each component of a system or district. Please be sure to indicate the full name and location of the institution, e.g., the University of Pittsburgh (main campus), Pittsburgh, PA; the University of Pittsburgh at Johnstown, PA; the University of Pittsburgh at Bradford, PA; etc.

CODES. Please give FICE Code and the Carnegie Code if you have them at hand. But if they are not readily available, do not take extra time to locate them; CUPA can add them later.

PRIMARY POSITIONS. Most of the primary positions identified in the Survey are common to typical college and university operations. If you are uncertain about the identification of any primary position, please refer to the summary position descriptions which are attached. Do not indicate data for a position which is less than 50% time. Annualize all salaries at 100% effort.

PRIMARY POSITIONS: COMBINED ADMINISTRATIVE RESPONSIBILITIES. Positions 37.0–42.0 represent titles which indicate common combinations of administrative responsibility such as Director of Personnel and Affirmative Action, Director of Admissions & Financial Aid. If such administrative combinations exist at your instititution then report them in the "Combined Responsibilities" section (position nos. 37.0–42.0). If data on a combined administrative position are reported in the "Combined Responsibilties" section then they should NOT appear elsewhere in the survey as two primary positions (positions 1.0–36.0). For example, if your institution has a single administrator who is Director of Admissions & Financial Aid then report it in the Combined Responsibilities section as position no. 39 and not as position no. 14.0 which is reserved for Director of Admissions only or position no. 15.0 which is reserved for Director of Student Financial Aid only. Also note that positions 43.0–44.0 are untitled so that you can identify other combined responsibility positions and respective professional backup positions which exist at your institution.

TENURE. For the PRIMARY positions only, please indicate whether or not the incumbent is also a tenured faculty member.

PROFESSIONAL BACKUP POSITIONS. For each primary position indicate the working titles of the professional FLSA exempt staff who report to the primary position. Do not indicate data for any position that is less than 50% time —– annualize all salaries at 100% effort. Five spaces have been allotted for professional backup positions, if you require more space please attach a separate sheet. CUPA will use such backup data in studies on the administrative organizational structure of colleges/universities.

DUPLICATION. In showing some professional backup positions, you may be reporting the same positions twice: e.g., in showing backup positions for the President, you may be listing several vice presidents, directors, or deans (such as chief academic officer, business officer, development officer, planning officer, or the personnel or affirmative action officer), while you also list them later in their own primary category. PLEASE BE SURE YOU REPORT THEM IN BOTH PLACES.

YEARS OF SERVICE. Indicate the number of years that the incumbent has served in this position. Round to the next highest year using 6 months as your guide, e.g., 5 years 2 months = 5 years; 5 years 7 months = 6 years. For service less than one year handle as follows: 0–6 months = 0 years; 7–12 months = 1 year. If the position exists but is currently VACANT enter a "V" in the years of service column. If a position is currently vacant – "V" – enter the minimum salary (if known) at which you are currently advertising/recruiting.

HIRE. The Survey asks whether the incumbent was placed in the position from inside or outside your institution. Circle the "I" if the incumbent moved to the job from another job inside. Circle the "O" if he/she was recruited from the outside.

SALARY. Indicate the full-time equivalent (FTE) salary for all positions. Annualize (12 months) all salaries at full time (100%) effort, e.g., (1) your Registrar works part time, 50%, for 12 mos. a year for a salary of $10,000 —– for the purposes of the survey enter $20,000 as the FTE salary; (2) your Director of Student Housing is on a 9-month, 100% effort contract worth $9,000—– for the purposes of the survey enter $12,000 as the FTE salary (3) your Director of Food Service workes 75% effort September through June (10 mos.) for a monthly salary of $1,200 —– for the purposes of the survey enter $19,200 as the FTE salary.

SEX. Indicate by circling "M" (Male) for "F" (Female) the sex of the incumbent for each position.

MINORITY. Indicate by circling "Y" (Yes) or "N" (No) the minority status of the incumbent for each title or position. A minority is defined as follows: Black/Negro/Afro-American; American Indian; Oriental; Mexican-American/Chicano; and Puerto Rican-American.

REPLACEMENT POOL. Circle the "Y" (Yes) if you consider the professional backup position to be a training ground for the primary position: i.e., the holder of this position is exposed to and receives experience in a sufficiently broad range of administrative activities associated with that primary position that he/she would be viewed as a possible replacement at your or some other institution. From this data CUPA can analyze the number, race, and sex of those who occupy positions that form potential replacement pools for administrative vacancies in higher education.

APPENDIX C

1978-79 ADMINISTRATIVE COMPENSATION SURVEY
SUMMARY POSITION DESCRIPTIONS

Please review these summary position descriptions before entering compensation figures in order to insure reasonable comparability of survey data. When the differences between the summary description and the duties actually performed in the responding institution are substantial, or simply do not apply, no data should be reported.

1.0 CHIEF EXECUTIVE OFFICER OF A SYSTEM/DISTRICT/MULTI-CAMPUS OPERATION (PRESIDENT/CHANCELLOR): The principal administrative official responsible for the direction of all operations of an institution or a system of higher education, who reports to a governing board.

2.0 CHIEF EXECUTIVE OFFICER OF A SINGLE INSTITUTION (PRESIDENT/CHANCELLOR): The principal administrative official responsible for the direction of all operations of a campus or an institution of higher education. Reports to a President/Chancellor of a universitywide system or multi-college district.

3.0 EXECUTIVE VICE PRESIDENT: The principal administrative official, in lieu of the Chief Executive Officer, responsible for the direction of all operations of an institution of higher education. Reports to the Chief Executive Officer.

4.0 CHIEF ACADEMIC OFFICER: The senior administrative official responsible for the direction of the academic program of the institution. Functions typically include teaching, research, extension, admissions, registrar and library activities. Reports to the Chief Executive Officer.

5.0 CHIEF PLANNING OFFICER: The senior administrative official responsible for the direction of long-range planning and the allocation of resources. Functions typically include budget planning, institutional research and facilities planning and may also include responsibility for current planning and budgeting, as well as state and federal relations. Reports to the Chief Executive Officer.

6.0 CHIEF BUSINESS OFFICER: The senior administrative official responsible for the direction of business and financial affairs. Functions supervised typically include purchasing, physical plant management, property management, auxiliary enterprises, personnel services, investments, accounting and related matters.

7.0 CHIEF BUDGETING OFFICER: The senior administrative officer responsible for the current budgetary operations. May also include responsibility for long-range planning unless there is a separate planning officer.

8.0 CHIEF DEVELOPMENT OFFICER: The senior administrative official responsible for institutional development programs. Incumbent typically leads the institutional fund-raising and, in the absence of an organizational co-equal specifically assigned to the function, public relations, alumni relations and information office activities.

9.0 CHIEF PUBLIC RELATIONS OFFICER: The senior administrative official responsible for public relations programs. Functions typically include public relations, news media relations, legislative relations, alumni relations and information office services.

10.0 DIRECTOR, ALUMNI AFFAIRS: Coordinates contacts and services to alumni; develops and maintains alumni mailing lists and mailings; organizes receptions and other special alumni activities.

11.0 CHIEF HEALTH PROFESSIONS OFFICER: The senior administrative official with the responsibility for administration of academic health programs, hospitals, clinics, and affiliated health-care programs.

12.0 CHIEF STUDENT AFFAIRS OFFICER: The senior administrative official responsible for the direction of extra-curricular student life programs. Functions typically include student counseling and testing, student placement, student union, relationships with student organizations and related functions.

13.0 REGISTRAR: The administrative official with principal responsibility for student admissions and records. Functions typically include undergraduate admissions, classroom scheduling, maintenance of student records and related matters.

14.0 DIRECTOR, ADMISSIONS: The administrative official with primary responsibility for the admission of undergraduates. May also be responsible for the admission of graduate and professional students, or for scholarship administration or similar functions.

15.0 DIRECTOR, STUDENT FINANCIAL AID: Directs the administration of all forms of student aid. Functions typically include assistance in the application for loans or scholarships; administration of private, state or federal loan programs; awarding of scholarships and fellowships; and maintenance of appropriate records.

16.0 DIRECTOR, STUDENT PLACEMENT: Directs the operation of a student placement office to provide job placement and counseling services to undergraduates, graduates and alumni. May also be responsible for placement of students on part-time jobs within or outside the institution.

17.0 DIRECTOR, STUDENT COUNSELING: Directs the provision of counseling and tesing services for students.

18.0 DIRECTOR, STUDENT UNION: Directs the operation of a student union building and related student activities. Functions typically include supervision of food service facilities, activities programming, guest rooms, information desk, recreational facilities and arrangements for special functions or activities.

19.0 DIRECTOR, STUDENT HEALTH SERVICES: Directs the clinics, medical staff, and other programs that provide institutionally based health services for the student body.

20.0 DIRECTOR, STUDENT HOUSING: Directs all residence hall operations for students. May also administer off-campus housing programs.

21.0 DIRECTOR, FOOD SERVICES: Administers all institutional food services whether directly managed and operated or catered.

22.0 DIRECTOR, PHYSICAL PLANT: The senior administrative official responsible for the construction, rehabilitation and maintenance of physical facilities. Functions typically include supervision of new construction and remodeling, grounds and building maintenance, power plant operation and parking.

23.0 DIRECTOR, PURCHASING: Conducts central purchasing operations for the institution. Functions typically include preparation of specifications, contracting, bidding, receiving and stores, approval of invoices and related matters.

24.0 DIRECTOR, BOOKSTORE: Directs the operation of the campus bookstore, usually under the direction of the Chief Business Officer. Functions typically include purchase and sale of new and used books, supplies and equipment, advertising, employment and supervision of sales staff, maintenance of sales and inventory records, and related matters.

25.0 DIRECTOR, CAMPUS SECURITY: Manages campus police and patrol units; directs campus vehicle traffic and parking; organizes security programs and training as needed.

26.0 DIRECTOR, LEGAL SERVICES: The principal salaried staff person responsible for advising the institution on its legal rights, obligations or privileges. May act as agent in various transactions or serve as principal contact with other legal counsel. (Do not report unless on institution's payroll.)

27.0 DIRECTOR, PERSONNEL/HUMAN RESOURCES: Administers institutional personnel policies and practices for staff and/or faculty. Functions typically include personnel records, benefits, staff employment, wage and salary administration and, where applicable, labor relations.

28.0 DIRECTOR, AFFIRMATIVE ACTION/EQUAL EMPLOYMENT: The senior administrative official responsible for the universitywide program designed to insure equality of opportunity on an individual basis without giving preference in opportunity to any group.

29.0 DIRECTOR, LIBRARY SERVICES: Directs the activities of all institutional libraries. Functions typically include selection and direction of professional staff, acquisitions, technical services, audio-visual services and special collections.

30.0 DIRECTOR, COMPUTER CENTER: Directs the institution's major administrative computing activities. Functions typically include computer programming, systems studies and computer operations.

31.0 DIRECTOR, INFORMATION SYSTEMS: The senior official who directs the development, implementation and maintenance of institutional management information systems. Functions typically include responsibility for developing systems requirements, systems analysis, programming applications, and coordination with user areas. May also include responsibility for direction of the administrative computer operations.

32.0 DIRECTOR, INFORMATION OFFICE: Directs the provision of information about the institution to students, faculty and the public. Functions typically include news media relations, preparation or review of news releases and photographs, and preparation and distribution of newsletters, magazines and other publications.

33.0 DIRECTOR, COMMUNITY SERVICES: Directs or coordinates the conduct of special (usually non-credit) educational, cultural and recreational services to the community.

34.0 DIRECTOR, INSTITUTIONAL RESEARCH: The administrative staff official responsible for the conduct of research and studies on the institution itself. Functions performed or supervised typically include data collection, analysis, reporting, and related staff work in support of decision making.

35.0 COMPTROLLER: Directs accounting, payroll, cashiering and related functions. May also have responsiblity for office services, such as mail and telephone.

36.0 DIRECTOR, ATHLETICS: Directs intramural and intercollegiate athletic programs. Functions typically include scheduling and contracting for athletic events, employment and direction of athletic coaches, publicity, ticket sales, and equipment and facilities maintenance.

45.0–75.0

DEAN or Equivalent Administrative Title (e.g., directors of academic divisions in community colleges): Serves as the principal administrator of the instructional division indicated (i.e., Architecture, Agriculture, Nursing, etc.).

APPENDIX D

RESPONSE RATE FOR 1978 SURVEY

White Coeducational Institutions

Public - (632)	Private - (475)
1.0 - 88	1.0 - 38
2.0 - 203	2.0 - 124
3.0 - 5	3.0 - 187
4.0 - 307	4.0 - 35
5.0 - 29	5.0 - 91

White Women's Institutions

Public - (2)	Private - (54)
1.0 - 1	2.0 - 4
2.0 - 1	3.0 - 43
	4.0 - 5
	5.0 - 2

White Men's Institutions

Public - (1)	Private - (11)
4.0 - 1	2.0 - 2
	3.0 - 4
	5.0 - 5

Minority Institutions

Public - (28)	Private - (19)
2.0 - 16	2.0 - 8
3.0 - 2	3.0 - 9
4.0 - 9	4.0 - 2
5.0 - 1	